

USAID/UGANDA MONITORING AND EVALUATION MANAGEMENT SERVICES



INITIAL ASSESSMENT FINAL PRELIMINARY REPORT



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The views and recommendations expressed in this report are solely those of the MSI MEMS Team and are not necessarily those of USAID or the U.S. Government.



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EXECUTIVE SUMMARY

The Monitoring and Evaluation Management Services (MEMS) Activity team¹ carried out an Initial Assessment (IA) between June 1 and August 31, 2003. This was in response to USAID/Uganda's request to assess the status of performance monitoring, evaluation, dissemination, M&E capacity of the Mission and all of its Implementing Partners (IPs) and their ability to report impact on the new three Strategic Objectives (SO7, SO8 & SO9). It was envisaged that the IA findings would then help establish a baseline on their reporting requirements resulting from the wrap-up of activities and objectives under the old CSP (Country Strategic Plan, 1997-2001) and the transition to the ISP (Integrated Strategic Plan, 2002-2007), including necessary evaluations, baseline and targets.

The IA used a "mixed methods approach" which entailed document reviews, interviews with Mission and IPs staff, interviews with other major data sources and analysis of existing data to review the following four areas:

1. Performance Monitoring (and its utilization)
2. Evaluation (and its utilization)
3. Dissemination
4. M&E Capacity

The IA reviewed Performance Management Plans (PMPs)² of on-going and some of the newly designed activities, assessed linkages of partner performance monitoring plans to SO reporting requirements in line with the Automated Directives System (ADS) audit requirements, reviewed the results frameworks of each SO and IR indicators to assess appropriateness of indicators at the Goal, Strategic Objective and Intermediate results levels, and whether they were being tracked with sufficient rigor to determine the impact of the program.

Findings from the IA indicate that the SO teams and Implementing Partner staff generally view performance monitoring more as a bureaucratic requirement than as an important management tool. Some IPs however, were using information generated from the USAID performance monitoring reporting process to manage their activities, although few knew before the IA which ISP indicators their PMP indicators feed into.

Although the transition from the CSP to the ISP involved the consolidation of six Strategic Objectives (SO) into three SOs, this reduction at the SO level did not translate into a corresponding reduction in the number of indicators. At the SO and IR level, indicators have **increased from 65 to 142**, which clearly has created an added reporting burden in terms of resources to track progress in the development process.

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² Effective 01/31/2003, PMP changed from implying Performance Monitoring Plans to Performance Management Plans. Operating Units must prepare complete PMPs for each SO within one year of approval of the SO (ADS 203.3.3).

The review of PMPs also indicates that at the SO level PMPs are still unsettled and incomplete, with very few baselines, life of target and/or annual targets existing. The ISP established baselines and targets on 15 indicators, some of which may no longer be valid given the changing landscape of new activities. The need to streamline indicators and establish their utilization at the various levels cannot be underscored, even taking into consideration the mandatory indicators required by Washington. The quality of Mission performance indicators is noted by the assessment as a factor, which can be brought to bear in streamlining and/or identifying core indicators needed for reporting results/success of the Mission programs. Current SO level PMPs were found to be lacking attention to indicator quality from the ADS or “best practice” perspective. All PMPs had issues of whether indicators were placed under results that they directly measure or loosely defined and therefore open to interpretation and subjectivity in measuring results. The MEMS team has done some preliminary realignment of indicators per SO that may warrant attention and/or can contribute to this process.

The PMPs of Implementing Partners also differed, with the type of agreement (contract, grant, cooperating agreement, PL 480). The type of agreement sometimes playing a role in whether they have a PMP, how closely they resemble USAID’s and their reporting obligations. Contractors are more likely to have PMPs similar to USAID’s with some indicators that link to ISP. Grants and cooperating agreements have indicators, PMPs/ tracking sheets and sometimes their own systems. Implementing Partners data delivery schedules do not uniformly match the USAID fiscal year, schedules are usually based on “activity cycles”, which turns out to be a data limitation according to the ADS 203.3.8.2 recommendation that requires synchronization of reporting cycles to the U.S. fiscal year. IPs reported more use of performance monitoring data for activity management in addition to passing it USAID. In general, IPs however, did not know what USAID does with the data they provided.

Review of the evaluation portfolio and interviews with Mission and IP staff indicated that in the last two years, USAID/Uganda has planned a large number of evaluations than it has undertaken. In many instances where evaluations have been conducted, they have been triggered by the need to design a new activity but not to be used as a potential source for program management (formative evaluations) except sometimes in portfolio reviews. Therefore, evaluations, like performance monitoring did not emerge as a high priority and/or payoff activity for the Mission according to the IA findings. There is no significant effort to share the findings of these evaluations with development partners and other stakeholders, since the sharing practiced currently appears ad hoc in nature.

IA findings on dissemination also indicated that this was not a high priority area, with dissemination orientation being mainly upward to Washington and not lateral (other donors and government ministries) and/or downward to implementing partners and district level partners. The Mission has website in place, but this is not yet a key dissemination tool for the Mission.

With regard to the M&E capacity, the IA findings indicate that at the SO teams and IPs levels, there is a mixed picture. Most USAID staff had basic Mission M&E training, while most IP M&E staff have only on-the-job training and yet they have to train local field staff in data collection among other things. However, it was not so much the lack of capacity to collect data on the indicators that need to be reported upon as much as the lack of clarity on what to collect.

In many instances, several IPs are gathering data on the same ISP indicators in different ways, and in other instances there are several sources of the same ISP data. There was little gleaned from the interviews in as far as approaches to resolving these differences in either methodology and/or aggregating the multi-source data as being pursued. For some few indicators, the assessment has established potential data gaps where the activity that was responsible for collecting the data has ended and/or the indicator was redefined in the new ISP. However, many IPs indicated capacity to report on crosscutting themes through either success stories or other forms of qualitative reporting.

In conclusion, there is clearly a need to start a “culture of change” in not only importance and utilization of performance measurement, but also on evaluations. Performance monitoring in and of itself, needs urgent remedial attention to get it back on schedule appropriate for the implementation of the ISP. There is need for MEMS to follow up with detailed “concept papers” in the key areas identified as “weak” or in need of strengthening, and to provide “hands on assistance to SO teams and IPs where required.

I. BACKGROUND, OBJECTIVES AND METHODOLOGY

MSI's contract with USAID/Uganda to provide the Mission, its SO Teams and its Implementing Partners with Monitoring and Evaluation Management Services (MEMS) over a five-year period was initiated in March 2003. The Initial Assessment presented in this report, which was carried out between June 1 and August 31, 2003, responds to USAID/Uganda's request to the MEMS team to include among its early contract activities a situation review through which it would:

- *Assess reporting requirements resulting from the wrap-up of activities and objectives under the CSP (Country Strategic Plan, 1997-2001) and the transition to the ISP (Integrated Strategic Plan, 2002-2007), including necessary evaluations and baseline studies, and develop a timeline for their completion.*
- *Review the performance monitoring plans of on-going and newly designed activities to ensure capacity to report impact;*

Thus establishing a basis for follow-on activities to:

- *Ensure the linkage of partner performance monitoring plans to SO reporting requirements;*
- *Ensure that audit requirements related to data quality and reliability for each SO and IR indicator are met;*
- *Ensure that appropriate indicators at the Goal, Strategic Objective and Intermediate Results levels are being tracked with sufficient rigor to determine the impact of the program.*

In the course of this Initial Assessment, the MEMS team met with most USAID/Uganda Implementing Partners, all three SO Teams, Program and Policy Development (PPD) staff and the Deputy Mission Director, and a number of other key organizations that provide data that the Mission uses or plans to use when reporting on performance. A list of institutions and individuals with which the team met is provided in **Annex A**. Implementing Partners not interviewed during the course of this assessment include teams involved with the following activities: For SO7: ICRAF, FOODNET, FEWSNET & APEP (the new SO 7 activity) and some PL 480 activities that were either winding up or had ended such as; World Vision and Technoserve; For SO8: BEPS, Deliver, Policy and BASICS II. For SO9: Community Resilience Dialogue.

With both Implementing Partners and SO Teams, MEMS used a two-stage interview approach. During the first interview, an overview of performance monitoring, evaluation and information dissemination practices and utilization, as well as M&E training, was obtained from each entity. Second interviews with Implementing Partners involved an indicator-by-indicator review of their performance indicators, indicator quality issues, data sources and data collection approaches, for both quantitative and qualitative data, including data these implementing partners gather that is

pertinent for USAID analyses undertaken from the perspective of the Mission's cross-cutting themes.

Second interviews with SO teams were also issue-oriented, but they were not carried out on an indicator-by-indicator basis. Guidance to the MEMS team suggested that SO Teams would find it difficult to allocate time for an indicator-by-indicator discussion with MEMS both before and after the Initial Assessment. This observation resulted in a joint decision to complete the Initial Assessment first, drawing upon the interviews described above and MEMS's own analysis of the Mission's PMP, which cover all three SOs. It is anticipated that MEMS staff will meet again with each SO Team following the submission of its draft Initial Assessment report. At that point, an indicator-by-indicator review will be undertaken if SO Teams feel it will assist their efforts to address issues raised in this report. Thus far, this process has been fully effected only under SO8.

In this Assessment, MEMS focuses, in part, on Mission readiness to report on progress against its ISP results, for the first time, in an Annual Report covering FY 2003. This short-term focus is, however, only one lens used in conducting this Initial Assessment. The longer term, and ultimately more important, focus of the Initial Assessment has been on the capacity of the Mission, with its Implementing Partners, to systematically acquire and effectively utilize performance information, on a Mission-driven schedule, to manage the portfolio with a clear eye to activity effectiveness, program impact and the causal connection between the two. When performance information is captured systematically, a Mission's ability to tell the USAID story, in language, charts and graphs that the public can readily understand, is also enhanced. Applying this longer-term perspective, MEMS treated the Initial Assessment as a "snap shot" of where the Mission stands today across the range of M&E practice on which the Mission has asked MEMS to focus over the next five years.

By their nature, most assessments ask questions about where things stand in relationship to some standard or ideal. For the range of practice on which the MEMS Initial Assessment focused, the relevant standards are largely articulated in USAID's Automatic Directives System (ADS), primarily, but not exclusively, in ADS 203. Accordingly, MEMS used ADS standards, along with "best practices" in M&E as the benchmarks against which this summer 2003 "snap shot" of USAID/Uganda's M&E status will serve as a baseline against which future Mission M&E situation can be compared. It is not intended to serve as a critique of an organization or its practices.

II. INITIAL ASSESSMENT FINDINGS

Findings from this Assessment are presented for the four main areas on which this study focused:

- Performance Monitoring and its Utilization
- Evaluations and their Utilization
- Dissemination of M&E Information
- M&E Capacity

Of these four, the Initial Assessment suggests that the Mission's greatest near term needs lie in the performance monitoring arena. MEMS's presentation of findings is thus most detailed in this area.

Performance Monitoring

This section reviews the transition from the CSP to the ISP from a performance monitoring perspective and presents findings concerning the number and quality of indicators in the Mission's current PMP. Mission staff and Implementing Partner perceptions and use of performance monitoring are also examined.

Program Scope and Focus under the CSP and the ISP

USAID's transition from the CSP to the ISP involved the consolidation of six Strategic Objectives (SO) into three, as shown in Figure 1 below. In the ISP, which was submitted in June 2001 and approved the following month, the Mission described this streamline structure as one that "will bring our program in line with our current staffing pattern and enable us to better manage the portfolio." The integrated approach also supports Uganda's focus on poverty as it aligns the three SO to link with the four pillars of the Government of Uganda's (GOU) Poverty Eradication Action Plan (PEAP). These linkages are also illustrated in Figure 1 below.

The ISP, in this sense represents more of a shift in the Mission's approach to managing its portfolio than a change in its coverage of critical development problems. Under each new ISP SO, there are, nevertheless, shifts in emphasis. These changes are being incorporated into the portfolio as SO Teams initiate new activities, some of which are just now coming on stream. At the same time, a number of activities under each SO are still on-going. Some of these activities end in 2003, others end in 2004; while some activities are not ending but will instead be shifted from an Implementing Partner whose activity is closing down to a new Implementing Partner. These on-going activities provide a measure of continuity to the program as a whole.

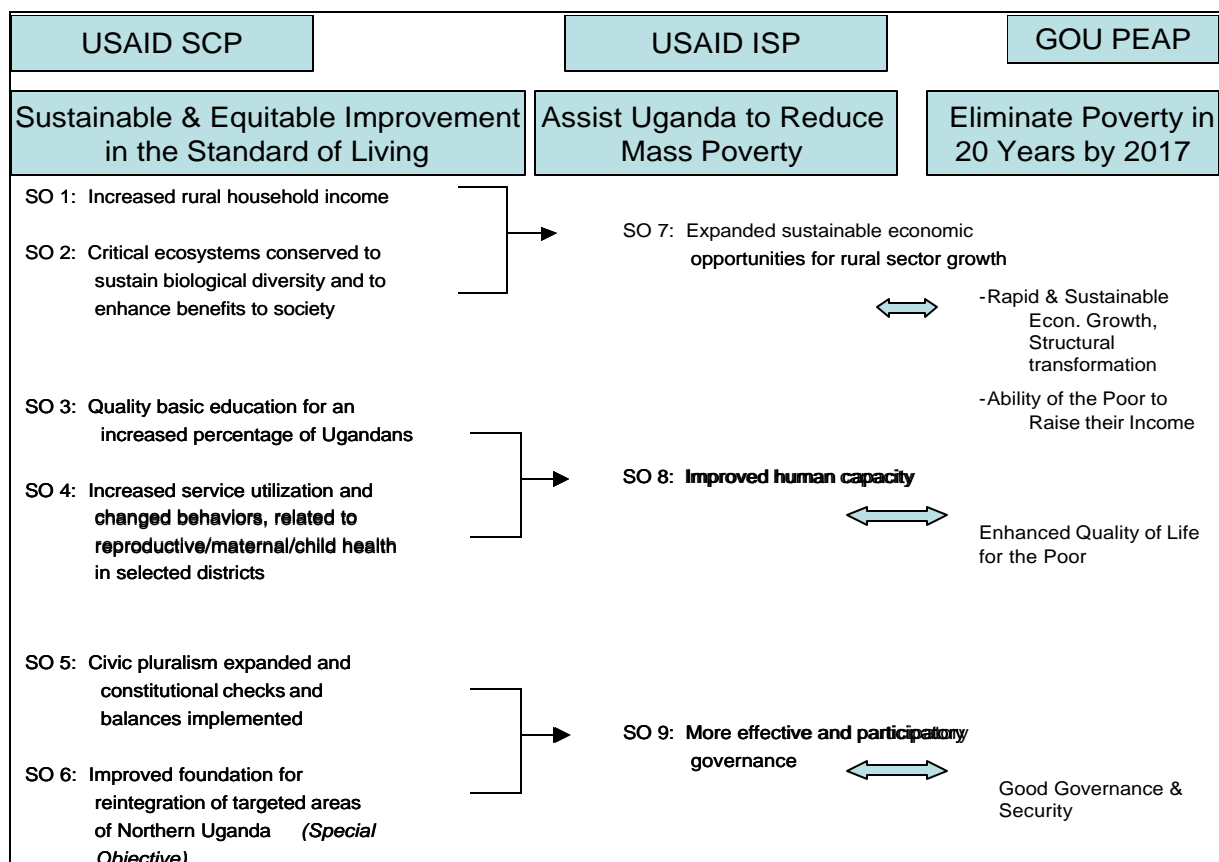


Figure 1. ISP Consolidation of the USAID/Uganda Portfolio

Performance Monitoring in the ISP

The ISP USAID/Uganda prepared in 2001 included a performance monitoring section that described, in broad terms, the Mission's plans for monitoring its performance. The main element of this section was a Performance Management Plan (PMP) worksheet that identified 96 indicators, categorizing them by the SO, IR and sub-IR they were intended to measure. This worksheet also defined, on a preliminary basis, the data sources, methods, frequency of data collection and data collection responsibilities for these indicators. The performance monitoring section of the ISP also contained a table that established baselines and targets for 15 of these indicators.

MEMS comparison of the performance indicators in the CSP; the original version of the ISP, and the most current version of the Mission's PMP shows that cutting the number of SOs from six to three has not been matched by a parallel reduction in the number of performance indicators. As Table 1 shows, the CSP monitored only SO and IR level indicators. In the ISP and in the Mission's current PMP sub-IR indicators are also included, which has raised rather than lowered the total number of indicators in the Mission's PMP. The introduction of nineteen mandatory indicators for SO 8 has also raised this total. *As Table 1 shows, the total number of indicators in USAID/Uganda's PMP has risen from 65 in the CSP to 142 at present.*

The total of 142 indicators shown in Table 1 is not a number that MEMS considers to be fixed. Interviews with SO Teams suggest that while the SO 9 team may be fairly satisfied with the indicators in that section of the Mission PMP, the SO 8 team has reviewed and modified its section. In addition, MEMS was told by SO 7 staff that it is very likely that indicators for that section of the Mission PMP will change during the next few weeks, as the new APEP activity design is articulated. In sum, the Mission's PMP is in flux, with the final set of indicators the Mission will use to monitor performance under the ISP still uncertain. Moreover, work remains in all three sections of the Mission's PMP with respect to baseline data collection and the setting of life-of-strategy and annual performance targets, as discussed further below.

**Table 1. Change in the Number of USAID/Uganda PMP Indicators
Across Two Strategic Planning Periods**

Results Framework Level ¹	Original CSP Indicators (Goal, SO & IR Only)	Original ISP Indicators		Most Current ISP PMP Indicators		Change between CSP and Current ISP PMP at Goal, SO & IR Levels
		SO and IR Levels Only	All Indicators Included	SO and IR Levels Only	All Indicators Included	
Goal	5	0	0	0	0	<i>Declined (Disappeared)</i>
SO 7	20	13	40	16 (Carry over from CSP = 3)	41 ²³ (Carry over from CSP = 6 ⁴)	<i>Declined at the SO & IR level</i>
SO 8	32	15	36	33 (Carry over from CSP = 12)	82 ⁵ (Carry over from CSP = 17)	<i>Increased slightly at the SO & IR level</i>
SO 9	8	7	20	10 (Carry over from CSP = 3)	19 (Carry over from CSP = 5)	<i>Increased at the SO & IR level</i>
Total	65	35	96	59	142	<i>Slight decline for higher levels reflects elimination of Goal level indicators</i>

Of the 142 indicators included in USAID/Uganda's current PMP, very few have been carried over from the CSP period and several that did have since been modified, i.e., their definitions

¹ Table combines indicators from CSP period SOs into current SO clusters.

² Of these 41 indicators, 3-4 refer to "selected commodities, e.g., milk, edible oil, maize, etc. What this means in practice is that each of these indicators is really made up of about 10 measures. If each of these indicators were fully counted it would increase the total number of SO 7 indicators by about 36, making the total for that SO roughly 77 indicators.

If 7.4.1 drops out as a result, which SO 7 team members have indicated is a possibility, then the number of indicators for SO 7 could drop to 38.

⁴ Carry over refers to the substance of an indicator, the exact wording or measure may have changed somewhat. Carry over means present in the original CSP list and the current ISP PMP, but not necessarily the original ISP PMP.

⁵ Of these 82 indicators 19 are Mandatory according to either the ADS, the GHB 2002 list or the PMTCT list. In addition, MEMS has identified and noted in Annex B, an additional 13 mandatory indicators not included in the current PMP. Some of these 13 may simply involve indicator wording that the SO 8 team felt was captured by an existing indicator. However, if all 13 are actually additions, then the total for SO 8 would be 95 indicators, of which 32 are mandatory.

have been altered, often to a degree that transforms them into new indicators. The net result is that the Mission has few indicators for which long-term trends can be followed during the ISP period. **Annex B** displays all the indicators included in the CSP, the original ISP PMP and current version of the Mission's PMP. It highlights those indicators that have been carried over from one document to another, noting whether their definitions have remained intact or been modified.⁶ A second implication of the introduction of a large number of new performance indicators under the ISP – and few carry-over measures – is that a portion of the effort the Mission made to complete Data Quality Assessments for its performance indicators may now be obsolete in some cases.

For SO7, data quality assessments were carried out for the following indicators: i) Land area under sustainable management by checking its data sources [The national Environment Management Authority (NEMA), the Uganda Wildlife Authority (UWA), Forest Department, Selected Districts (not mentioned), ICRAF, and ARD/COBS activity]. ii) Clients of selected MFIs and banks outside Entebbe, Kampala and Jinja by visiting the data sources [Support for Private Enterprise Expansion & development (SPEED) assisted MFIs and banks in rural areas (not mentioned)]. These two performance indicators still exist in the current SO7 PMP.

For SO8, data quality assessments were carried out for the following indicators: i) Vitamin A supplementation for children, ii) Total number of OVC households that have received external care and support in the past 12 months, iii) HIV seroprevalence rates for 15-24 years old, iv) Total number of PLWHA who have received community, home based care medical, social support or counseling services, v) Number of deliveries in a health facility (12 sentinel sites – care CREHP II), vi) DPT 3 immunizations, vii) Couple Year Protections (CYP), viii) Number of assisted deliveries, ix) Number of antenatal care visits and x) Socially marketed couple years of protection (CYPs). One of these 10 indicators has been dropped, Vitamin A supplementation for children.

For SO9, data quality assessment was carried out for the following indicators: i) Number of community structured activities initiated and implemented successfully, which address children's needs, ii) Percent of target population whose water and sanitation needs have been met, iii) Number of boys and girls who are participating in the alternative basic education program in Karamoja, iv) Number of stakeholders with improved planning, budgeting and financial management skills. V) Number of Parliament initiated bills introduced or passed, vi) Number of executive branch bills substantially reviewed, vii) Number of USAID funded transitional and sustainable development activities being implemented in the north, and those that show year to year progress. All the above, no longer exist in the current SO9 PMP except two which changed the wording but still mean the same i.e. "Number of executive branch bills substantially reviewed" which changed to "Number of bills substantively reviewed by Parliamentary committees before enactment." and "Number of Parliament initiated bills introduced or passed" that changed to "Number of Private Members Bills introduced by MPs".

MEMS interviews with SO Teams about the processes used to develop the original ISP PMP, or to modify it since, indicated that none of the USAID/Uganda staff involved in these processes

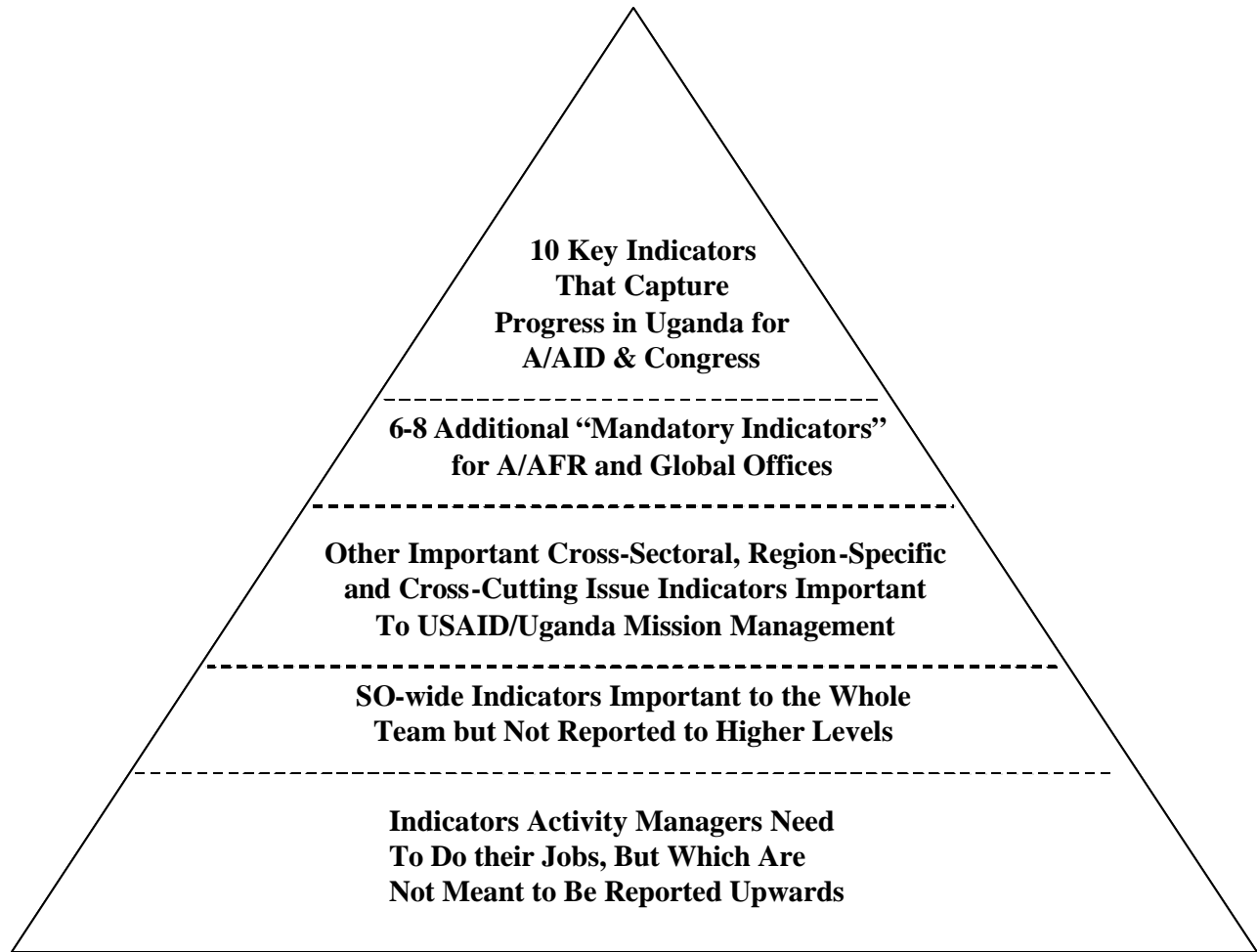
⁶ This annex also contains a column that highlights indicators that appear to be potentially useful measures of the effect of integrating program activities under the ISP.

recalled trying to limit the number of indicators selected, e.g., by establishing a notional limit or using numbers of indicators as a criteria. While not conclusive, some information gleaned from these interviews suggests that Activity Managers may try to ensure sure that PMPs include one or two indicators for each of their activities, as a way of ensuring that the contributions of these efforts are recognized within and beyond the Mission.

While SO teams are invested to some degree in the current PMP, most feel that it is largely something they inherited from staff who worked on the development of the ISP.

There is some interest at the level of SO Team leaders and higher in scaling the PMP back to a more manageable size. Given that every performance indicator a Mission tracks has both management and cost implications, USAID/Uganda may want to act on the expressed interest of key Mission staff in paring back the PMP.

Should it elect to streamline its performance management plans, there are two factors to be considered as such a process moves forward. The first is utility. The second is quality, and they are often interrelated. Performance measures for which there is no clear and appropriate audience above the activity level can usually be eliminated from a Mission-wide PMP. During this Assessment, MEMS shared the illustrative diagram in Figure 2 below with SO Teams and Mission management, suggesting that an effort to identify the main audiences for each indicator might help the Mission determine what really needs to be included in the Mission's PMP and reported upon to Washington.



**Figure 2. Tagging Indicators According to their Primary Audiences
Can Help the Mission Identify Its High Priority Indicators**

As noted above, MEMS has not yet met with SO Teams for an indicator-by-indicator review in which issues and the utility of tools such as the pyramid displayed above can be discussed. PPD envisions meetings of this sort as a follow-up to this report.

III. THE QUALITY OF MISSION PERFORMANCE INDICATORS

The number of indicators was not the only factor MEMS considered during the review of the Mission's current PMP. Quality issues were also examined. While these two issues are distinct conceptually, they are also intertwined in a way that would make it inappropriate for USAID/Uganda to attempt to reduce the number of indicators in its PMP without considering their appropriateness and quality at the same time.

In assessing indicator quality, there are a number of factors that warrant consideration, including:

- Indicator appropriateness/directness (validity) and redundancy;
- The clarity and reliability of indicators included in their PMPs;
- The availability and timeliness of data on these indicators;
- Baselines and targets.

USAID's ADS contains guidance on all but the last of these issues, and was used by the MEMS team as it carried out this aspect of the Assessment. **Annex C** contains a glossary of key ADS terms relevant to this review. Key findings concerning the appropriateness and quality of Mission performance measures are highlighted in relation to each of the issues listed above.

Indicator Appropriateness/Directness (Validity) and Indicator Redundancy

A central question in any review of performance indicators in relationship to results is whether they are valid measures, i.e., do they truly measure what they are intended to measure. Generally speaking, direct measures of results are best, since they are less likely to improve or decline as a function of some external factor. Where direct measures are not possible, indirect or proxy indicators are sometimes used.

MEMS team identified a number of performance indicators in the Mission's current PMP that are not valid indicators of the results to which they are linked. Across all SOs, there are a number of instances of what might be called "bracket creep", i.e., indicators floating up to the SO or IR level, perhaps because they are considered to be "important indicators", but not because they are valid measures of the results identified at those levels.⁷ Table 3 provides a few examples of what MEMS means by "bracket creep", drawn from the Initial Assessment, the rest are detailed in **Annexes D, E and F** for SO7, SO8 and SO9 respectively. In the current SO 7 PMP (which the APEP team may also be actively reexamining), an element of bracket creep is illustrated by IR 7.3. In SO8, "bracket creep" is illustrated at SO level through IR 8.1. In SO9

⁷ Evidence of "bracket creep" is less clear in the PMPs of USAID's implementing partners. Performance monitoring plans of Implementing Partners are not always structured in relationship to a Results Framework or other hierarchy of objectives. Some times they are simply lists of indicators. Where Implementing Partner PMPs are linked to Results Frameworks or something like it, MEMS was more conscious, as it carried out its reviews and interviews, of other types of problems with indicators, e.g., adequate definitions. If further work with these Implementing Partners reveals "bracket creep" to be an issue in specific PMPs, MEMS will raise this issue with Implementing Partners and USAID Activity Managers on a case-by-case basis.

PMP, it is illustrated by indicator-SO9 (1) where “bracket creep” occurs, indicators at times focus on the causes of a result rather than the result itself.

Table 2. Indicators Should be Both Valid and as Direct as Possible for the Results they Are Intended to Measure

Intended Results	Performance Indicators
SO7: IR 7.3 = Increased competitiveness of Enterprises in Selected Sectors	Loans to businesses and commercial farmers in selected sectors (Creep from IR 7.3.3)
	IR 7.3.3: Increased use of Financial Services by Rural Producers, MSMEs and MFIs
	Foreign and domestic investment in selected sectors (Is the more adequate measure for this result).
SO8: Improved Human Capacity IR 8.1	Immunization rate & DPT3 coverage (Creep from IR 8.1)
	IR 8.1: Effective Use of Social Services
	Fertility rate, under 5 mortality, HIV/AIDS prevalence and primary school completion rate (are adequate measures for this result)
SO9: SO = More Effective and Participatory Governance	District Score on the LGDP index (Creep from IR 9.1.1)
	IR 9.1.1 Local Government service delivery capacity Increased
Program Inputs/Activity Level Results SO8: sub-IR 8.1.3 Positive Behavior Change Adopted	People reached with IEC/BBC & HIV/AIDS Health Messages Reaching Students in Classroom (creep from Inputs Positive Behavior Change Promoted)



“Bracket creep” makes it difficult to determine how many indicators in a PMP actually focus on a given result. A prerequisite for an accurate count is, thus, a systematic effort to directly associate indicators in a PMP with what they actually measure.

As part of its Initial Assessment, MEMS developed a set of graphic for each SO that, on a preliminary basis suggest how SO Teams might realign indicators according to what they measure in the Mission's Results Frameworks. The term "preliminary" is used advisedly here, since these early drafts, which are included in Annexes D, E and F were developed without the benefit of SO Team input. As noted above, PPD anticipates that each SO key liaison person from MEMS will meet again with the respective SO Team following the submission of this Assessment to discuss the types of detailed observations included in these and other annexes to this report.

As the diagrams in **Annexes D, E and F** illustrate, when indicators are realigned to the level where they are valid measures of specific results, the number of indicators per result differs from what current PMPs indicate. For some results, realignment aimed at increasing indicator validity results in an increase in the number of indicators for that result. For other results, the number of valid indicators drops. Generally speaking, lower levels gained indicators and higher level objectives, particularly the SO level, lost indicators in the preliminary realignment exercises in **Annexes D, E and F**. While SO Team input may result in further adjustments, MEMS anticipates that if the Mission realigns its indicators along these lines, it may find that it not only wants to cut back significantly on redundant and perhaps unnecessary indicators at lower levels on the Results Framework while adding new and more valid measures of SO level results. Specific indicators are also needed for the Mission's Goal. A separate analysis of the Goal level situation from a performance measurement perspective is provided in **Annex G**.

MEMS preliminary realignment diagrams identify several instances of indicator redundancy that may warrant attention. One type of redundancy occurs when the Mission measures a particular result for two or more population subsets and then treats these measures as different indicators, rather than disaggregations of a single indicator.

- One example under SO7 is IR 7.1.2 (*Target people receiving food aid which tracks number of Title II clients receiving food aid*) and IR 7.1.2 (HIV/AIDS infected children receiving food aid).
- Under SO8, one example is *people that test HIV positive* which could, in principle, be consolidated as a single and then identified for disaggregation at the data level, e.g., age, gender, pregnant/not, VCT center/not, etc.⁸

Another form of redundancy involves the use of the same indicator by two different SO teams. MEMS found several instances where essentially the same indicator appeared in more than one SO, but the words and the indicator numbers were slightly different. For example, in SO8 and SO9, we have IR 8.2 *Funds allocated to social sector programs of target local government that are expended within one year*, while under IR 9.1 we see *Percentage of funds released to local governments that are expended within the financial year*.

As a result, it may not be readily apparent to both teams, or to the Implementing Partners that are expected to collect data on indicators, that two different teams need the same data. One way to handle this might be to have the SO team that is the secondary user of such data, i.e., the data

⁸ Some of the disaggregations that would need to accompany such a consolidation respond to indicators that are mandatory for the SO 8 team.

will not be collected by its Implementing Partners but rather by the Implementing Partners of a different SO, use the indicator number and wording developed by the primary SO. This would help to establish the data linkage between these SOs, clarify the situation for the Implementing Partners charged with data collection responsibilities, and reduce the number of indicators identified in the PMP.

For SO8, the task of aligning performance indicators to the results level they best measure is further complicated by the fact that it needs to address a plethora of mandatory indicators, some of which are “input” measures rather than results measures, which are the only measures a PMP is expected to include. Mandatory indicators, which are problematic in this regard, are shown on the last page of **Annex E**.

Indicator adequacy – in addition to meaning “not too many” indicators – also means that the set of indicators used to measure a particular result should be sufficient to do so. Sufficiency becomes an important issue when results are multi-dimensional. In the Initial Assessment, MEMS found two types of situations where adequacy was an issue in this sense.

The first of these were situations where the result to be measured is inherently multidimensional – *poverty*, at the level of the Mission Goal, is a good example in this regard. Another example, from one of the SO 7 Implementing Partners, involved measures of *food access as availability or income*. In this particular case, MEMS discussed with the Implementing Partner the fact that the Partner’s definition included both disposable income and access to roads, while its indicators focused only on roads.

The second type of situation is where the multi-dimensional nature of results raises an adequacy question involving compound results. Results that include the term *and* fall into this category include the Mission’s results statement for SO 9, i.e., *more effective and participatory governance*. Although this measure is a classic Democracy and Governance statement, its adequacy came up as an issue for this result in discussions with an SO 9 Implementing Partner whose PMP mirrors the Mission’s SO 9 results statement. With this Implementing Partner, MEMS discussed, on a preliminary basis, the fact that its high level indicators seem well suited for measuring effectiveness but not as useful for measuring participation.

Indicator Clarity and Reliability

Generally speaking, USAID expects that the performance indicators it tracks will tell a story of change over time. There are, of course, exceptions, such as the policy change that ushered in Universal Primary Education (UPE) in Uganda and other one time events which the Mission feels are sufficiently catalytic as to warrant inclusions among its PMP performance measures. These exceptions aside, most indicators are expected to be expressed quantitatively and lend themselves to efforts to characterize trends and spot where progress seems to be stuck. Accordingly, most Missions make an effort to express indicators in quantitative terms, even when that involves finding a way to transform results that are essentially qualitative in nature into quantitative indicators through the use of rating scales, indices and the like.

When assessing performance indicators from this perspective, MEMS examined USAID/Uganda and Implementing Partner indicators to determine:

- The clarity of indicator definitions;
- The consistency with which those definitions are used across activities, where it is USAID's intent to aggregate data across programs for reporting purposes.
- The repeated collection of data in precisely the same way against these definitions, year to year or across a multi-year interval.

Issues that surfaced in these areas are outlined below.

Clarity of Indicator Definitions

Lack of clarity in performance indicators is more likely to be a problem in relatively new program areas than it is in an area where USAID has been working for several decades. Within the Agency, the Office of Population was the first to settle on a set of well-defined, quantitative indicators, and to prescribe their use on a worldwide basis. Over the intervening years, core indicators for some aspects of USAID's work in agriculture, education, economic growth and health, and HIV/AIDS as an important health sub-sector, have evolved. Most, but not all of the indicators that are described as being core or mandatory have precise operational (i.e., objective, unambiguous, ready to implement) definitions.⁹

In its Initial Assessment, MEMS found some performance indicators in every SO level PMP that are not fully defined, i.e., one term or another in an indicator remains open to interpretation, which in turn opens the door for subjectivity and for undetectable variations in the way the indicator is applied from year to year. Not unexpectedly, lack of clarity in indicator definitions was observed for several indicators that Implementing Partners are collecting in the democracy/governance field, which is still evolving with respect to the kinds of indicators it uses and the precision of their definitions. SO 9 was not, however, the only SO where this problem appeared in Implementing Partner and SO level PMPs.

Several SO PMP examples illustrate this issue:

- Clients knowledgeable about the impacts of globalization and regional trade agreements (SO 7)
- Collaboration with Parliament (SO 8)
- Number of victims of torture successfully treated or rehabilitated and integrated into communities (SO 9)

In interviews with Implementing Partners, MEMS also asked specifically about indicators that included undefined qualitative terms ranging from "comprehensive" to "poor quality" to "improved" on the one hand to imprecise product terms such as "submissions", "knowledge",

⁹ Issues in this regard exist in the new draft guidance on PMTCT indicators which the Mission is reviewing. MEMS has already provided PPD with its review of these draft indicators.

“counseling”, “partnership” and “care” on the other. In most instances, Implementing Partners readily understood the issue and some said that improving such definitions was something planned or needed to work on. Definitional weaknesses in the indicators Implementing Partners are tracking have a direct impact on the quality of SO level PMP indicators when they are adopted at that level.

Another important aspect of indicator clarity is meaningfulness. In order to understand whether the information USAID/Uganda reports on an indicator is important, it must be presented in a meaningful way. Indicators that define their unit of measure as numbers do not always result in the provision of meaningful information. For example, in Uganda, primary school enrollment increased from 2.6 million in 1996 to 7.4 million in 2002. To Ugandans, the import of that change is obvious. A reader thousands of miles away will recognize that this change represents a doubling of the number of school age children who are actually enrolled. But with little few other facts at hand, a reader at that difference knows that this level of change has brought Uganda very close to full enrollment. Where coverage is an important issue, percentage is often a better way to report performance on an indicator than is number alone. Where aggregation of data beyond the level of an Implementing Partner will be required, then requesting both raw numbers and percentages may be useful.

Annex H expands upon these examples and identifies other indicator quality issues identified in the course of MEMS review on an indicator by indicator basis, and is meant to help SO Teams quickly spot where there may be room for improvement. This annex also addresses the question of whether changes on the indicators included in the Mission’s current PMP are likely to be attributable to USAID.

Consistent Application of Indicator Definitions (or Performance Measures¹⁰) Across Activities

At the level of an SO Team, information on a specific indicator is often expected to represent the impact of several activities, taken together. This occurs when different implementers manage essentially the same program in different parts of a country, or when different implementing partners provide parallel program services to different sub-populations.

From an activity management perspective, variations in the ways these partners measure the impact of their work may seem irrelevant. As long as they measure impact the same way each year, an Activity Manager can tell whether their work is effective. At the SO level this is not true. At this level, progress on a result that several activities support is measurable only if:

- All activities, meaning their implementers, measure the result in exactly the same way, so that data from all of these partners can be aggregated at the SO level, or

¹⁰ Common Indicators that can be used across programs to assess their relative effectiveness are being encouraged by the Office of Management and Budget, which has already defined common performance measures for several agencies. See www.whitehouse.gov/omb/memoranda/m02-06_addendum.html Presidential Initiatives, of which 18 are currently listed on USAID’s website, are one of the ways in which common performance measures are being applied to USAID programs.

- The SO Team is content to take results from one activity/implementer as being representative of what is coming out of all activities that produce the same or a very similar result.

A lack of comparability in the indicator definitions and measurement instruments being used by different implementing partners that are trying to produce comparable results is a problem for a number of SO level indicators the Mission is tracking. The problem is particularly acute for several key SO 7 measures, with household income at the top of this list.

USAID's definition of household income changed between the CSP period and the ISP, where both baseline and target figures appear against the definition: *aggregate income from on-and off-farm enterprises and nature-based enterprises*. Definitions of household income also differ from implementer to implementer by type of income, where both earning and expenditure bases for the calculation come into play. In the short term, the Mission will need to decide whether and how to report on household income in the 2004 Annual Report. It did not report on this indicator in the 2003 Annual Report. Any choice the Mission makes in this regard has implications, i.e., if it moves away from the basis used for presenting a baseline and target in the ISP, the Mission may be obliged to explain what has changed and why. If it reports using the same basis it used to calculate the baseline and target presented in the ISP, the Mission will, in effect, be reconfirming that basis for the calculation. If it does so, then at least one implication, of that choice might be, to try to embed that definition into all SO 7 activities that report on household income.

Similar problems exist with respect to the other indicators with which other SOs are concerned, but generally these issues are not as complicated as the income issue described above and detailed further in **Annex H**. Nevertheless, from the perspective of the Mission's readiness to prepare the 2004 Annual Report, every indicator for which an answer will have to be calculated, for the first time, using data from more than one Implementing Partner, poses an important challenge. In some instances, the Mission may find that it has to choose between reporting data from only one source and asking the Implementing Partners to participate in a collaborative effort to resolve aggregation issues.

A related problem, which comes up for programs where several implementers are providing the same program services in the same areas is double counting. Interviews with SO Team have already indicated to MEMS that there is awareness and concern with respect to this problem. In some cases, USAID's Implementing Partners have to address this issue before indicator data comes to USAID. One example in this regard, under SO 8, is the process by which partners in the HIV/AIDS area came together at a one-day workshop to discuss appropriateness of measures and to enhance collaboration on HIV/AIDS indicators. However, opportunities for double counting have not been eliminated for all programs. Where double counting occurs and is not eliminated as data from different sources are aggregated into a single figure for performance reporting purposes, it may result in an overestimation of USAID's impact.

MEMS highlights instances where this problem may exist in Annex H. Further discussions with SO Teams are expected to help frame the issue and provide case-by-case solutions.

Repeated Use of the Same Definitions and Instruments Over Time

Only when measures are stable over time can they be used to document trends.¹¹ Changes between the CSP and ISP periods have reduced the number of PMP indicators on which the Mission already has long-term trend data. Only 10 out of the total 142 ISP indicators (see Annex B) under all the three SOs capture/maintain the long-term data trend, although the wording or scope may have changed for some. For many of its current PMP indicators, data will be collected and aggregated across sources for the first time at the end of this fiscal year.

This is not to say that every sub-IR indicator the Mission has tracked through Implementing Partners, e.g., condoms sold, production of maize, executive branch bills substantively reviewed in Parliament, has changed. Many indicators at this level have been monitored over a number of years using the same methodology, and those measures continue to be available, at least until the activities that produce them terminate, or the responsibility for collecting data on a specific indicator is transferred from one Implementing Partner to another. USAID/Uganda has already transferred responsibility for monitoring indicators that focus on Parliament, under SO 9; in this manner it reportedly plans the same sort of transfer of responsibility for social marketing indicators under SO 8. **Annex I** provides a timeline view of when on-going Mission activities will stop providing information on the indicators on which they report.

The reliability of indicator data over time, while partly a function of what indicators the Mission elects to drop or retain and the manner in which it transfers indicator data collection responsibilities from one Implementing Partner to another, is often more specifically a question of the reuse of instruments, including reusing the same questions in major surveys such as the DHS¹²; the repeated use of sampling plans, where surveys or even field visit observation plans are concerned; using the same informants in longitudinal research or the same experts on panels, etc. One tool that helped Missions to guard against the casual reformulation of indicators and changes in measurement procedures prior to 2003 was the indicator data table it was required to attach to its performance reports (R4s).¹³ During this Assessment, PPD told MEMS that continued use of these data tables has been encouraged for USAID/Uganda, but the extent of their use at the SO level is not clear to PPD. MEMS will explore the use of these tables when it meets with SO Teams for indicator-by-indicator discussions. Another tool that helps to ensure that data is collected the same way every time is the Data Quality Assessment process Missions are required to carry out for measures they describe in Annual Reports. The limitation of this second tool, however, is that it tends to catch the horse after rather than before it has run out of the barn, so to speak. Close monitoring of the sort that is needed to ensure indicator reliability (repeatability) over time happens best when the responsibility lies close to the action, i.e., at the Activity Manager level.

¹¹ The distinction between documenting trends and recognizing them is important. It is much easier to do the former than the latter. Improvements in economic prosperity can be sensed from the number of new shops appearing in the capital, but documenting that there is a real increase in the number of active enterprises, rather than simply turnover, requires a specific and consistent measurement process.

¹² When the research team for the second DHS in Malawi change two words in its question about ORT provision adding “or clinics” to a question about home-based administration, USAID lost the ability to detect whether a number it had planned to report on went up or down.

¹³ MEMS was told by PPD that the Mission has encouraged SO Teams to continue to prepare these indicator table and keep them on file. However, neither PPD nor MEMS has, as yet, verified whether this is being done.

At minimum, and regardless of what process the Mission uses to guard against unplanned changes in its indicator definitions and related data collection procedures, there appears to be a need to document, through endnotes or some other process, the exact source of every number used in each Annual Report submitted during the ISP period. MEMS review of the Mission's 2003 Annual Report as well as its Annual Report annex on Standard Performance Measures, indicates that while many data sources are identified, others are not, which could prove problematic if the Mission wants to report further progress in these latter areas. Absent notes on the source of this data, USAID might want to update that figure several years from now but not be certain how it was obtained. This is an example of the kind of information used in Annual Reports that is not drawn from PMP sources or accounted for in the Standard Performance Measures, but which nonetheless need to be documented, at least within the Mission, when they are used in public reports.

Indicators Data Availability and Timeliness

Indicators that form the backbone of a performance management plan are those which provide SO Teams and implementing partners with status information sufficiently often to be useful for program management. Census data and data from the DHS and other types of surveys that are normally carried out only once during a strategic planning period do not serve this function well, no matter how definitive they are. As the ADS notes:

If a performance indicator is not available every year (such as data from the Demographic and Health Survey), the schedule should be noted as a data limitation. The Operating Unit should also select other performance indicators, direct or proxy, which reflect program performance and are available more regularly. (ADS 203.3.4.2, and in Annex C, under Timely)

While some Missions may think of annual indicators as being of lesser value, other Missions accept them for annual data, and then use less frequent, but higher quality information as a cross-check on their annual indicators. When measures are paired in this way, it becomes easier to view and record them in a PMP as complementary data sources for the same information, rather than as separate indicators, as suggested in Table 4 below.

Table 3. Sample Performance Targets Table Highlighting Complementary Data Sources.

Performance Indicator	FY 2004		FY 2005		FY 2005	
	Planned	Actual	Planned	Actual	Planned	Actual
Immunization	DPT 3 Target	DPT 3 Actual	DPT 3 Target	DPT 3 Actual	DPT 3 Target	DPT 3 Actual
					Target for Broader DHS Measures	DHS Measure Data, as cross-check on the situation DPT3 monitors

The timing and timeliness of data for USAID's Annual Reports is another issue that emerged during the Initial Assessment. While many of USAID's Implementing Partners report on a quarterly basis, not all of these partners use quarters that match conventional fiscal or calendar quarters. These are activities that calculate quarters based on the month the activity started. Quarters calculated in this manner may run from February to April, May to July, and so on, as they do for the activity with the African Wildlife Trust under SO 7. Equally difficult to match to USAID's reporting calendar are projects that report twice a year, but on a calendar rather than a fiscal year basis. Reports from these projects, of which the SDU project is an example, arrive in July and are perpetually three months short of data in terms of a USAID fiscal year.

When activities that report on schedules that do not coincide with USAID's fiscal year are the only source of data, the problems of "fit" may not be significant. Where data from activities with reporting schedules that do not match USAID's fiscal year need to be merged with data from other activities for reporting purposes, the difficulties increase exponentially. Standardizing activity reporting on USAID's fiscal year, whether that means quarterly reporting on conventional quarters, two reports timed for delivery in March and September or annual fiscal year reports, is strongly encouraged by USAID's ADS which requires Missions to identify as a "data limitation" any reporting it provides in Annual Reports and other documents that is not based on data that conforms to USAID's fiscal year (ADS 203.3.8.2).

A final aspect of data availability examined with Implementing Partners by the MEMS team focused on the extent to which, in the course of their existing data collection efforts they were obtaining information that could be of use to USAID if it decided to examine its portfolio in terms of one of the cross-cutting themes raised in the ISP and reiterated in a subsequent Mission Order on that topic. Implementing partner answers to this question suggest that a good deal of data is being gathered on several of these themes, as described further in Annex K.

Indicator Baselines and Targets

While baseline data and performance targets are required elements of a complete PMP according to USAID's ADS (203.3.3.1), PMP's the MEMS team received from Implementing Partners and SO Teams did not, as a rule, include either baseline data or performance targets. In a number of instances, Implementing Partners provided MEMS with information on indicator baselines and targets when these were requested. They had not provided them initially; it appears, because they were not aware that these are considered to be integral elements of a complete PMP. Similarly, some SO Teams may also have baseline information and performance targets, on a life-of-strategy and an annual basis that they have not yet shared with MEMS.

Baseline Data

As noted above, USAID's ISP established baselines and targets for 15 of its 96 indicators (15%). Twelve of these indicators appear in the current Mission PMP; one changed wording and two were dropped in revisions SO Teams made to the ISP performance monitoring plan.¹⁴ In

¹⁴ The two indicators for which baselines and targets were established in the ISP that were subsequently dropped in SO Team revisions are (a) Secondary school qualification rate (SO 8) and (b) Financial resources released to local

addition, MEMS' research indicates that baseline data also exists for a number of measures for which data are provided by government sources or by Implementing Partners that have, in the past, reported on indicators included in current PMP. MEMS may wish to estimate the percentage of indicators where baselines exist after an indicator-by-indicator review with SO Teams to figure out the magnitude.

For every performance indicator the Mission plans to retain and for which a baseline does not already exist, SO teams and their Implementing Partners will need to identify when baseline data can be collected.¹⁵ The absence of baseline data on a number of indicators, a full year into the ISP strategy period argues for giving this task some measure of priority. Without baseline data, the Mission's ability to document its performance in key areas will, at some point, be compromised.

Performance Targets

As is the case with baseline data, there appears to be a large number of performance indicators in the Mission's current PMP for which annual and life-of-strategy performance targets have not yet been established. As indicated above, life-of-strategy baselines and targets were set for 15 indicators in the ISP, 13 of which remain as indicators in the Mission's current PMP. In addition, the Mission established annual performance targets for 2003 on eight performance indicators in the Standard Performance Measures annex to its Annual Report for the FY 2002 fiscal year. There was no overlap between the 15 indicators targeted in the ISP and the eight indicators targeted for 2003 in last year's Annual Report Annex. In addition, three of these eight are not indicators, which appear in the Mission's current PMP. On a net basis then, some degree of targeting has been done and published for 17 indicators out of the 142 found in the current PMP.

In addition to these public targets, MEMS interviews indicate that some of the Mission's Implementing Partners, e.g., SPEED and CMS/AIDSMark, have performance clear targets. This is more often the case where contracts or even cooperative agreements are in place than for grants, which have much, more limited reporting requirements. The existence of targets at this level does not, however, automatically mean that Mission targets have been set for those indicators. As suggested above, SO Teams may have additional information on targets they will share with MEMS as indicator-by-indicator reviews are carried out. Even after those reviews are completed, however, it is MEMS sense that there will remain a large number of indicators for which targets need to be developed.¹⁶ In contrast to the situation with baseline data, where MEMS has been able to develop a working estimate of the number of indicators for which baselines are needed, there is no way, without further discussions with SO Teams, to develop a reasonably accurate estimate of the indicators that still require targets. As a cluster, SO 7 and PL 480 activities report that they have targets more often than do activities in other sectors.

governments as grants (SO 9), while under (SO8) HIV prevalence among adolescent men and women, the wording was changed to HIV prevalence among 15 – 24 year old ANC clients.

¹⁵ As a follow-on to this Initial Assessment, MEMS will work with SO Teams and their Implementing Partners to develop a comprehensive schedule for the completion of all baseline studies linked to the PMP, as called for in its contract.

¹⁶ If these reviews also result in SO team decisions to drop some indicators, the number remaining to be targeted would also decline.

Targets setting, MEMS notes, is an art rather than a science. It is however something that can be done well or poorly depending on the process employed. Missions that expect their SO Teams to base targets on a good understanding of the baseline situation and relevant experience in the country, including information about trends on other indicators that may shed some light on how fast or slow progress is likely to be, find that they spend less time revising their targets, or explaining why targets were not met, than Missions that do not use existing information and experience to develop a “theory of change” upon which to base their targets.

Trend data from Uganda shown below in Figures 3 suggests why information about related factors may help teams set realistic targets. Most USAID’s Implementing Partners working under SO 7 and with PL 480 projects reported that they use existing data in their sector as well as their own previous experience to establish their activity targets.

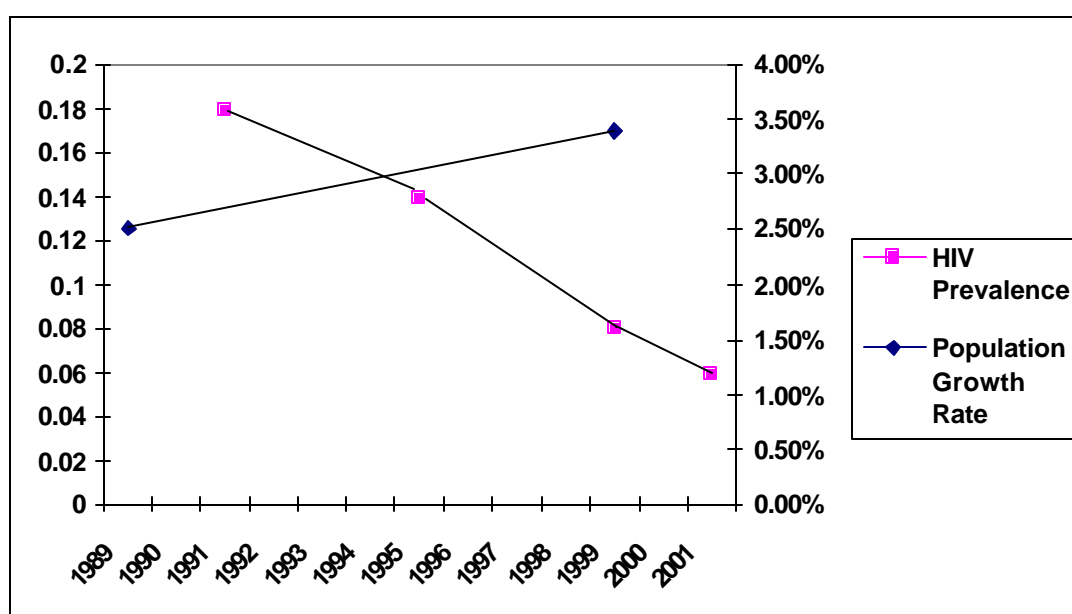


Figure 3. Trend Data for HIV Prevalence and Family Planning Outcomes Tell Conflicting Stories that May Affect Target Setting at the Activity Level

Given the natural relationship between baseline and other relevant data and target setting, MEMS would expect that SO Teams might want to leave time for target setting between the completion of their baseline studies and the finalization of their PMPs. As noted above, however, the Mission is far enough along in the ISP period to suggest that a lengthy delay in establishing targets on those indicators for which they do exist could have a negative impact on the Mission’s ability to comply with USAID expectations concerning the reporting of program performance against pre-established targets.

The Mission Goal

Detailed performance measurement at the Goal level is provided in **Annex G**, which draws upon the existing list of indicators currently tracked by the Ministry of Finance's Poverty Monitoring and Analysis Unit (PMAU). However, the Mission could choose to focus on a few of these goal level performance indicators to be included in the ISP that the Mission activities are likely to contribute. Examples of these include the following:

Under Good Governance and Security

- The number of people internally displaced by sex, age and location

Under Increasing Incomes of the Poor

- Share of rural non-farm employment
- Yield rates and major crops
- Land area coverage by forests

The three indicators under this dimension are already being tracked under the SO7 PMP.

Under Improving Quality of Life

- Under 5 mortality
- HIV prevalence
- Primary school completion rate

IV. PERCEPTIONS AND UTILIZATION OF PERFORMANCE MONITORING REPORTS

MEMS interviews with USAID/Uganda staff and Implementing Partners indicate that performance monitoring is viewed more as a bureaucratic requirement than as an important management tool.

This perception, together with the near complete turnover the Mission experienced in its direct hire staff over the past two years; the Mission's lack of a full time Program Officer, delays in the processes for letting contracts and grants for new activities, and near continuous demands on staff related to a steady flow of high level visitors, goes a long way toward explaining the unfinished status of the Mission's PMP.

USAID SO Team staff, with a fair degree of consistency, linked the absence of a sense of urgency about completing the Mission's PMP to their perceptions about the value of this document, and the performance information it generates for their work. Most Mission staff told MEMS that the performance monitoring reports they receive from Implementing Partners are not a primary source of information for decision making, even though a number of Implementing Partners report on performance indicators among other things on a quarterly basis. SO Team staff generally describe themselves as being in frequent contact with Implementing Partners and therefore aware of any implementing problems or discrepancies between planned and actual performance well in advance of the receipt of formal performance monitoring reports.

The primary use that USAID/Uganda staff see for performance reporting against pre-specified performance indicators is the preparation of annual reports required by USAID/Washington, with a few staff also noting portfolio reviews as a place where performance monitoring information is used. The Annual Report process in USAID/ Uganda, and its predecessor, the R4, are described it an intense, extra effort rather than as an easy by-product of the Mission's performance monitoring process. Data Quality Assessments, which are linked to that process were familiar to some staff. Those who have participated in this process and knew the form the Mission uses for this assessment tended to describe the process as onerous.

Implementing Partners differ in how closely the performance indicators they monitor are linked to USAID's performance monitoring plans, largely as a function of the kind of agreement they have with USAID.

- Contractors are more likely than other Implementing Partners to have performance monitoring plans (PMPs) that resemble USAID's own PMP and to monitor indicators that are identical to those USAID is tracking. Contractors, and some Implementing Partners working under cooperative agreement described their indicators as having been suggested by USAID staff or having been derived from the IPS or from USAID documents that describe mandatory indicators, i.e., for HIV/AIDS activities.
- Implementing Partners working under grants are more likely to monitor a set of indicators they view as being important, and then make that information available to

USAID without reference to how it links to USAID's PMP. Three out of four PL 480 grantees and one S0 9 grantee, for example, reported that they developed the indicators they monitor through a consultative process that involved stakeholders.

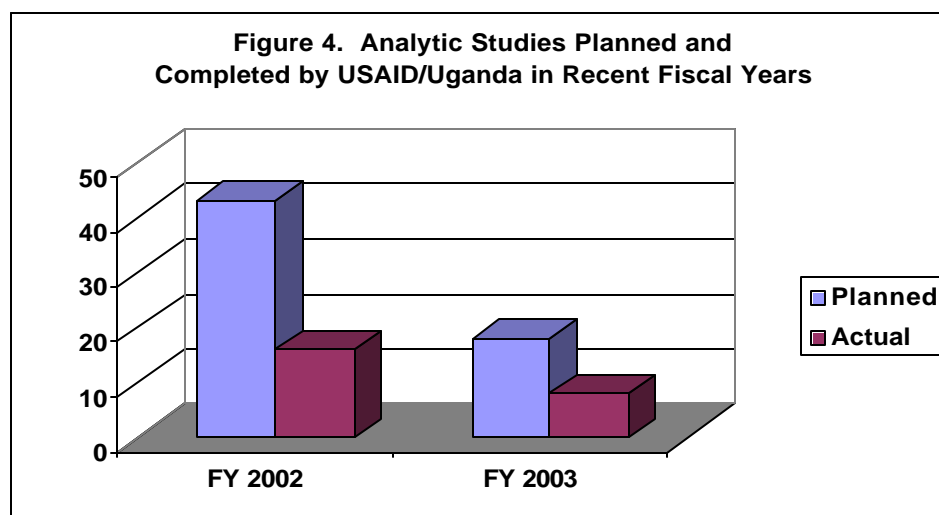
Generally speaking, Implementing Partners do not know how the performance monitoring information they provide to USAID is used. A few guessed that USAID uses this information for its own reporting purposes, and said that they were guessing.

Most USAID Implementing Partners say that they receive little by way of feedback on the performance monitoring reports they provide to the Mission. Others, particularly Implementing Partners that have worked with the Mission for several years, said that Mission staff follow-up on these reports, but normally only to clarify things they did not understand, or to ask the Implementing Partner to explain why performance on a particular indicator exceeded or fell short of established targets. Similarly, when MEMS asked Implementing Partners about Mission Data Quality Assessments linked to the performance reporting process, those Implementing Partners who were aware of or had participated in this process said that while discussions sometimes ironed out issues relating to indicators, they did not recall receiving any formal feedback on the outcome of these reviews.

Quite a few of the Implementing Partners MEMS interviewed said that they use the performance monitoring information they collect to help manage their projects, or to make corrections when they find that activities are not yielding intended results. Examples offered by these Implementing Partners included descriptions of meetings with their field staff in which discrepancies between expectations and actual results are discussed and plans to at least improve their understanding of the causes of those discrepancies are made. Implementing Partners that described this kind of process did not cite USAID as being present at these types of internal reviews.

V. EVALUATIONS

In each of the last two years, USAID/Uganda has planned a larger number of analytic studies, including evaluations than it has undertaken, as Figure 4 indicates.



Competing priorities on the Mission's small staff is one of the main explanations offered in Mission Evaluation Plans for postponing and canceling planned studies. As the Figure suggests, the Mission lumps together several types of analytic studies when it prepares its Annual Evaluation Plan. Of the analytic studies it plans in a given year, roughly 50% are actually evaluations. While Mission staff indicate that they view evaluations as a potentially useful tool for program management, few examples were offered of evaluations that served that function. Most of the evaluations the Mission reports that it undertakes are final evaluations, with planning for new activities being one of the main reasons given for carrying out evaluations. The pre-ISP period is described by those Mission staff who were in Uganda at the time as a period when a large number of analytic studies, including evaluations, were undertaken in support of the IPS planning process. Since then, fewer evaluations have been undertaken. In SO 9 for example, an evaluation carried out in July 2003 was reported to be the first evaluation that SO Team had carried out in two years.

While neither Senior Staff at the Mission, nor SO Team leaders have "high level" evaluation agendas they pursue, e.g., along the lines of the USAID Administrator's evaluation agenda, MEMS was told of one evaluation which the Mission encouraged because it offered an opportunity to examine a program that was intended to have an impact on the country's high fertility rate.¹⁷

Among USAID's implementing partners those involved with PL 480 were the most likely to report that evaluations were planned for their activities, and some said that both mid-term and

¹⁷ This was the DISH evaluation, which MEMS will review in terms of the extent to which it answered "high level" mission questions after this Assessment is completed.

final evaluations were expected, suggesting that PL 480 as a category of USAID programs may still require both formative and summative evaluations.¹⁸ Among the SOs, Implementing Partners under SO 7 reported that they had been evaluated or that evaluations initiated by USAID were planned for their activities more frequently than did SO 8 or SO 9 Implementing Partners. Those who had participated in evaluations indicated that, as a rule, they had been undertaken by outside contractors, mostly U.S. based organizations that used a mix of foreign and local staff on their evaluation teams. In addition, one Implementing Partner under SO 8 reported that it has undertaken a self-initiated evaluation, for which they also used an external consultant.

As the foregoing suggest, evaluation, like performance monitoring, is something the Mission engages in from time to time, but it is not generally viewed as a high priority/high payoff activity. Those who think that it could be, tend to say that the demands on their time and the time of others in the Mission are so intense that whatever time they could devote to activities that would help them examine and reflect upon important questions related to the Mission program and its impact, simply doesn't exist.

¹⁸ While USAID moved away from a requirement for mid-term and final evaluations during the early 1990s, replacing these requirements with demand-driven evaluations based on "triggers" listed in the ADS, for most of its projects, the PL 480 office retained the Agency's pre-1990 evaluation requirements. Those requirements may still be in effect. This is something MEMS will look into as it begins to work with activities in this cluster.

VI. Mission and Implementing Partner Dissemination of M&E Information

USAID/Washington and visiting delegations are the main beneficiaries of USAID/Uganda's efforts to tell the "story" of the Mission's programs and their results. While the Mission, by its own description, receives a disproportionate number of visitors, it has few "off the shelf" information products it can provide to them, or share with other donors, Government officials or the Ugandan public. Activity summaries and "success stories" which the Mission posts on its website are exceptions in this regard.

As a general rule, the Mission has printed enough copies of its Annual Report (or the descriptive section of the R4, prior to 2003) to provide an overview of Mission results to a fairly wide range of stakeholders in Uganda as well as to visitors.¹⁹ This report, however, is one that Mission staffs describe as being bureaucratic or "dry". It is not the kind of report that either engages the reader or stimulates debate about the development problems facing Uganda and what it might take to solve them.

At the SO Team level, Mission staff report that they make an effort to communicate with their Government counterparts and other donor colleagues about the progress of activities in specific sectors. Only in a few instances were these efforts reported to include the dissemination of evaluations or other substantive analyses the Mission had undertaken. Most of the communications SO Team members described were oral, and many of these appeared to be focused on implementation issues. This is not to say that SO Teams have not from time to time disseminated M&E information to their colleagues in Uganda. Rather, information from MEMS interviews indicates that to the degree such information is shared it is done on an *ad hoc* basis and even then, relatively infrequently.

Until recently, MEMS was told, responsibility for ensuring that all Mission evaluations are submitted to CDIE was also approached in an *ad hoc* manner. In terms of self-initiated actions aimed at making evaluations available to the public, USAID/Uganda does not, for example, use its website as a primary means of disseminating M&E information. It does not make evaluations and other analytic studies the Mission undertakes available to the public on its website, either in their totality or in the form of Executive Summaries of such documents, as do some USAID Missions.

Implementing Partners, in contrast to USAID, appear to be actively engaged in efforts to disseminate what they are learning from their activities. They use a wide range of modalities for this purpose. Several partners have websites through which they distribute information about their activity. Others disseminate information through newsletters, bulletins and flyers that they distribute to their beneficiaries and the general public. Still others use their quarterly reports as a mechanism for distributing information. Price bulletins and commodity specific studies undertaken by IDEA, for example, are distributed to fairly large audiences.

¹⁹ This practice was not followed for the Annual Report for FY 2002, which was completed in January 2003, largely as a function of the many other demand on their time that Mission staff faced at that time.

VII. Mission and Implementing Partner M&E Capacity and Local M&E Resources

Most USAID/Uganda direct-hire and Foreign Service National (FSN) staff involved in the management of USAID activities have been exposed to performance monitoring and evaluation through USAID courses, one of which was given in country approximately two years ago. Accordingly, there does not appear to be a strong demand for additional M&E training within the Mission at this time. On the other hand, if USAID's approaches were to change, or if a "refresher" course were offered at some point, some staff indicated either on their own behalf, or on behalf of members of their SO team, that some people would be likely to participate.

While most USAID staff have some training in M&E, there appears to be little by way of underlying systems in the Mission, during the past few years, to foster and support high quality M&E work. Mission-specific guidelines on M&E that make both quality and timing expectations clear to staff and Implementing Partners do not seem to exist. Nor does the Mission appear to have had in place a timeline for finalizing the Mission PMP, completing all relevant baseline studies and ensuring that realistic targets have been established for all indicators. Only one of the three Mission SO teams has designated a specific individual as the M&E coordinator for the team as a whole.

A somewhat different situation pertains among the Mission's Implementing Partners. Most Implementing Partner teams include an individual who is responsible for monitoring and evaluation. In most, but not all cases, these individuals are Ugandan nationals who have had no formal M&E training. What they know they have learned "on-the-job". A number of these individuals are responsible for training field staff who collect the data these Implementing Partners report to the Mission. Interest in formal training in M&E among Implementing Partner M&E staff appears from MEMS interviews to be quite high.²⁰

The level of training to which these M&E staff have been exposed is not surprising. As MEMS learned during the Initial Assessment, there are few sources of M&E training in Uganda. The Uganda Management Institute (UMI) teaches a project management course, but discussions with UMI staff made it clear that monitoring and evaluation are not a significant focus of that course. Nor was MEMS able to identify university courses that focus explicitly on M&E as it is applied to development programs. There are, however, strong courses in statistics and some of the social sciences, which provide a good foundation, if not practical exposure to the ways in which the tools of these disciplines are applied by M&E specialists.

While access to M&E training is limited in Uganda, the Initial Assessment nevertheless identified a few firms and individuals who are highly respected for the M&E work by USAID's Implementing Partners. Notable among them is the Semwanga Center, a Ugandan owned entity

²⁰ Implementing Partner M&E staff who attended a MEMS "brown bag" on Democracy/Governance performance indicators in July 2003 commented that it was the first exposure they had ever had to the kinds of issues that M&E professionals consider when developing performance indicators.

that collects and analyzes performance information for the PL 480 program ACDI/VOCA runs for the USAID/Uganda.²¹

²¹ MEMs in collaboration with the Uganda Evaluation Association is developing a Roster of these organizations and individuals for USAID. The first edition of this roster will be delivered soon after the submission of this Initial Assessment.

VIII. Conclusions and Recommendations

Taking a broad view of M&E practices in USAID/Uganda, MEMS has concluded that while there is room for improvement in a number of areas, there is only one area where the Mission seems to be “behind the curve” from both a timing and quality perspective. The problem in this regard is the status of the Mission’s PMP. This is a problem that should be corrected at a reasoned pace, as is discussed further below under recommendations on Performance Monitoring.

This section of the MEMS Initial Assessment focuses on the four areas on which the assessment itself focused: performance monitoring, evaluation, information dissemination and M&E capacity. Findings from the initial assessment have also led MEMS to include a set of conclusions and recommendations on Mission M&E management.

Performance Monitoring

Conclusions

In the eyes of USAID/Uganda staff, at all levels, performance monitoring as it is currently practiced is more of a burden than it is a benefit. At no level did MEMS find staff that said they actively use the performance information they receive. At all levels, USAID staff said that the main thing they do with this information is package to meet USAID/Washington reporting requirements. With utilization at such a low level, the Mission’s investments exceed returns to a substantial degree. Procedural solutions alone, such as reducing the size of the Mission’s PMP, will not remedy this situation.

The Mission can reduce its outlays in time and dollars, but it will not benefit from performance measurement unless it starts focusing, at the Senior Staff level, on indicators that are important enough and sensitive to require the Mission to seriously consider revising what it is doing if they do not respond to program interventions in the way the Mission expects.

When top managers both demand performance on a few key indicators and frequently and systematically measure whether the status of those measures is changing, entire organizations start responding to these signals. Fostering this kind of thinking and the behavior it inspires is what USAID intended when it put the Agency’s performance management system in place:

To implement performance management effectively, Operating Units should go beyond the specific requirements described in this chapter and demonstrate a broader commitment to key principles and practices that foster a performance-oriented culture. (ADS 203. 3.2.1)

USAID around the world responds in different ways to this guidance and its implications. There is a spectrum of practice. USAID/Uganda is not positioned at either end of this spectrum, but neither is it close to the Agency’s professed ideal. Where the Mission is positioned along this

continuum four or five years hence will reflect choices it makes today, either actively or passively.

Even without addressing the question of the Mission's overall performance culture, there are steps the Mission can take to rationalize performance monitoring in the Mission. MEMS conclusions with regard to actions at this level are discussed below.

PMP: Completing the Process

USAID/Uganda's expectations for finalizing a PMP linked to its new strategic plan were not well defined, either substantively – on such questions as the number of indicators needed – or in terms of a timeline for the selection of final indicators, completion of all baseline data collect and the establishment of all relevant targets. Accordingly it is not accurate to say that this process is behind schedule. Yet, as the Mission approaches the end of its first year of operations under the new ISP, a good deal remains to be done to transform the current draft PMP into a fully defined framework for systematically reporting performance, at all relevant Results Framework levels, against clear targets, over the life of the strategy. Nevertheless, enough of the pieces of the PMP are in place for the Mission to complete an Annual Report for FY 2003.²²

A rushed effort to complete the PMP is not advisable, nor is it necessary. Further, several key decisions are needed about the final product the Mission is seeking before a timetable for completing the PMP is established.

PMP: Number of Reporting Indicators

In a streamlining mode, USAID/Uganda cut the number of SOs it is trying to manage from six to three, but it did not provide staff with explicit guidance as to the implications of this streamlining decision for the PMP. Guidance of that sort is still needed and remains timely, given that at least two of the SO teams are still actively considering modifications to their sections of the PMP and all teams consider their sections of the PMP to be as much an inheritance from the previous staff as it is their own work product.

Any significant shift in the direction of a streamlined PMP will inevitably mean that some of the investment Mission staff made in the current PMP will be lost and will have time implications, over whatever period is set aside for such an effort. At the same time there appears to be sufficient support for reducing the size of the PMP among SO Team leaders and other high level staff to warrant the disruption that such an undertaking would involve. Making the benefits as well as the costs of yet another PMP revision clear to all staff, and ensuring that SO Team leaders play an active role in making and implementing any such decision, should help to soften its impact.

²² There are, of course, some PMP and other issues that have implications for the development of the Annual Report for FY 2004. These issues, which MEMS will review separately with SO Teams and PPD, include, among other things, decisions about indicators for which FY 2004 targets will be set in the FY 2003 PMP, which interacts with the rate at which progress on the PMP proceeds; data aggregation issues, including how to handle indicators for which data from one of several Implementing Partners appears to have been reported for FY 2002; and USAID's requirement that the Mission identify in its Annual Reports those PMP indicators it changes during a strategy period.

In terms of reducing the number of performance indicators in its PMP, the Mission has two options. One involves limiting the number of Results Framework levels reported upon. The other involves judiciously selecting that set of performance measures, from wherever they appear on a Results Framework, that will provide the Mission with the most accurate annual picture of whether IRs are being achieved and success as defined at the SO level is likely. When the latter approach is used, Missions have to both specify the maximum number of indicators it will accept for all levels of an SO and then check the results to ensure that the indicators offered are not all measures of low level, each to achieve results.

Weighing the implications of various Initial Assessment findings on the question of what to do with the current Mission PMP, MEMS comes down on the side of streamlining it. At its current size the Mission's PMP is weighing down the performance measurement function rather than enhancing the likelihood that decision-making in the Mission will be based, at least in part, on performance information about key ISP results.

Despite the short-term disruption a streamlining effort will inevitably cause, a fairly radical reduction in the number of indicators on the Mission's PMP is trying seems to be in order. Ideally, such an effort will result in fewer indicators, each of which is truly meaningful for determining whether the Mission program is having an impact at the ISP SO and Goal level. Indicators from lower levels of the Results Framework that are viewed as being good predictors of higher level outcomes have a valid place on a PMP that has this focus as do direct indicators for these higher level results. In making this statement, MEMS is also weighing in on a choice between simply cutting the Mission PMP off at the IR level and dropping all sub-IRs and judiciously selecting a limited number of indicators. Given the kinds of programs Mission staff are working on, some of the sub-IR indicators they are able to track could help to ensure that the Mission PMP would not include only indicators where progress might not be discernable for several years.

Scaling the Mission PMP and making it a manageable and tightly focused instrument for assessing progress and impact under the ISP is not a decision or process that relieves Activity Managers of the obligation to select a reasonable set of indicators to use to track the performance of various Implementing Partners. Activity level indicators remain important. What changes is the level to which they are automatically reported. Dramatic failure and dramatic success remain as reasons for bringing performance on Activity level indicators to the attention of an SO Team leader and perhaps higher levels of Mission management.

Streamlining the Mission's PMP, should the Mission elect to take that step, is perfectly consistent with current ADS guidance:

Operating Units should only collect and report on the information that is most directly useful for performance management. More information is not necessarily better because it markedly increases the management burden and cost to collect and analyze.
(203.3.2.1)

What this means is that every indicator the Mission includes on its PMP should be an indicator that is potentially "action forcing". If that indicator does not move in the predicted direction and

at the speed the Mission predicted, someone involved in the USAID/Uganda program should find that they have to do something – change something – improve something -- in the program logic or in one of the activities the Mission funds. While some indicators in the current PMP are of that nature, many are not, and any process aimed at streamlining the Mission’s PMP should eliminate early on those indicators than have no action implications.

PMP: Indicator Appropriateness and Quality

While the Mission might have reasonably expected that readily available guidance in the ADS would have guaranteed that, despite its size, the Mission’s PMP would meet most indicator quality tests. It is not completely clear why a detailed review of the Mission’s PMP indicators found a significant number that were not appropriate for the level at which they were placed, were incompletely defined or were not defined in the same way by various Implementing Partners. With an inherited PMP and an overtaxed staff, these things can happen, and it is best simply to move forward.

Whether it proceeds with an effort to streamline the number of indicators in the Mission PMP or not, the Mission needs to realign indicators in the PMP to the level where they are valid measures of the results they purport to measure. Unless that step is taken, indicators that the Mission advertises as measuring specific Results Framework levels will not necessarily do so. Once this step is complete, the Mission would benefit from an effort to rank the various indicators for each result in terms of their quality and utility. Even if the Mission is not trying to cut back on the number of indicators in the PMP, this step will identify where indicators are redundant and can be consolidated.

Recommendations

With respect to Performance Monitoring practice in the Mission, MEMS recommends that USAID/Uganda:

- Reach a decision, to which the SO Team leaders are party, to reduce the number of indicators included in the Mission PMP to a specific number. Setting aside mandatory in on this matter at “ not more than 15 PMP indicators for SO 7 and SO 8 and not more than 10 indicators for SO 9”, and justify to themselves in terms of real knowledge to be gained about program performance from indicators selected because they are “action forcing” in nature any increase in those figures.
- Regardless of whether the Mission accepts the recommendation to reduce the number of indicators on its PMP, require all SO Teams to realign performance indicators on their sections of the Mission PMP such that every indicator listed against a particular result is a valid indicator at that level of the Results Framework it measures.
- Require all SO Teams, having completed such realignment, on their own initiative to eliminate redundant measures, consolidate measures that differ only in terms of how they are disaggregated or the source form which data is obtained.

- Require that SO Teams, having realigned their indicators and eliminated redundancies, identify (rank), among the remaining indicators, for each result they seek to measure, those indicators which can best be characterized as being “action forcing” and consistent with other relevant USAID guidance for selecting good indicators.
- Establish a timeline for the completion of these steps, including the reduction of the overall number of indicators in the Mission PMP, if that recommendation is accepted and add to that timeline specific dates by which all baselines must be established and all targets set. As an outside data for the completion of all of these steps for all indicators, including indicators for activities initiated late in FY 2003, the end of the second quarter of FY 2004.
- Identify from among those which performance indicators, the team is certain it will retain and considers to be good measures of the degree of progress made under the ISP during its second year a subset of indicators on which to include targets for FY 2004 in the Mission’s Annual Report on FY 2003. Make these indicators an exception to any general guidance provided on the completion of the PMP. Set the deadline for FY 2004 targets for these indicators in a manner that is consistent with the completion of the Annual Report on FY 2003, once the deadline for that report becomes available.
- Establish as a Mission principle the expectation that all Mission-funded activities will report on a schedule that is consistent with USAID’s fiscal year. Require that new agreements incorporate this Mission principle which is reflected in the Agency guidance cited below. Request that those who serve as Contract Officers for the Mission modify as possible, all existing activity agreements to bring them into conformance with this guidance on or before the end of the second quarter of FY 2004.

Operating Units should ensure that reporting requirements are included in acquisition and assistance instruments, and that partner reporting schedules provide information at the appropriate times for Agency reporting. (ADS 203.3.2.1)

- Identify, well in advance of the Mission’s next Portfolio Review explicit guidance concerning the way in which the Mission expects performance monitoring and evaluation information to be integrated into that review. In this regard, consider such techniques as multi-level performance monitoring presentations that show the Mission not simply whether a specific indicator and results level has responded to USAID assistance, but also whether the results levels that lower level accomplishments are expected to influence are also responding. Multi-level monitoring of this sort can help improve the utilization of performance information and might be appropriate for such linked levels and measures as the adoption of new farming techniques and income changes (for the same farm families); condom sales and the fertility rate; NGO presentations to Parliament and laws that reflect NGO input. Figure 5 on the following page provides a visual example.
- Suggest to SO Team leaders that they instate SO level portfolio reviews that follow the USAID format and include USAID/Uganda innovations aimed at maximizing the utilization

of M&E information. Expect SO Teams that implement this recommendation to include all Implementing Partners in such reviews to answer questions as to why certain results have not been achieved and suggestions on what can be done to achieve them and/or correct any tasks that do not contribute to expected results. This approach would enhance staff appreciation on use of performance monitoring as a management tool.

- Establish an on-going process for elicit from staff, through any suggestion mechanism that has a track record in the Mission, their ideas about how the Mission can increase the relevance of its performance monitoring system for its own program, whether on a Mission-wide basis, and SO basis or at the Activity level.
- Standardize reporting requirements across all the Mission activities. Each Implementing Partner should be required to have a results framework that links into the respective SO level results framework. To avoid duplication in reporting on the same indicators, the Mission should require Implementing Partners under the same SO to agree on definitions of indicators, harmonize, reconcile their data collection and reporting by bringing them together in a one-day type workshop, and assign final responsibility to a specific IP. In this regard, the Mission and/or MEMS or together need to explain to the respective IPs under each SO the logical linkage between their activity level results and the SO results. This would help to ensure an effective linkage between implementing partner performance management plans and SO reporting requirements.

MEMS stands prepared to assist SO Teams and the Mission to improve the relevance and quality of USAID/Uganda's performance monitoring system. Of the four main areas on which the Initial Assessment focused, this is the only one in which MEMS is not currently planning to provide the Mission with a concept paper, but rather a more hands-on participatory assistance.

Evaluation

Conclusions

With respect to evaluation, USAID/Uganda's current situation is very similar to that of other Missions. In the 1990s, when USAID shifted from a focus on projects to a focus on programs, introduced the Results Framework as a tool for articulating program intent and called for performance monitoring at key levels of such frameworks, most USAID Missions found themselves investing heavily in activities that prepared them to respond to these new requirements. As they made this conversion, most Missions placed less emphasis on evaluations. Performance monitoring promised to provide them with the kinds of information on results that they had previously used evaluations to obtain. As a result the overall number of evaluations shared by Missions with USAID/Washington, i.e., forwarded to CDIE, has dropped from several hundred to several dozen per year. USAID/Uganda's list of analytic studies over the past few years shows more assessments and other studies aimed at supporting planning exercises than it does evaluations, which is typical for USAID as a whole as is the Mission's tendency to plan more studies than it completes.

Evaluation is an area where all Missions are now being encouraged to consider where they might be using this management tool more effectively as well as more frequently.²³ USAID/Uganda could respond to that directive by scheduling evaluations for all of the activities that are scheduled to end early in the ISP period, but this kind of response would not necessarily serve real Mission needs for information. Further, given Mission staff responses to what they are learning from performance evaluation reports, USAID/Uganda staff may not feel that they have a lot to gain from increasing the frequency with which they call for mid-term evaluations for ongoing activities. A more appropriate approach for improving the USAID/Uganda use of evaluations would be to focus on what the Mission doesn't know or doesn't understand, and build an evaluation agenda around studies that are designed to respond to those needs. Evaluations that dig deeply into questions to which the Mission does not already have answers could alter both the Mission's perceptions and use of evaluation as a management tool, e.g., questions such as:

- Why the fertility rate has not responded to significant investments in family planning programs and condom distribution under the HIV/AIDS banner, a issue on which the DISH evaluation touched but may not have completely resolved;
- Why, as Mission staff pointed out to MEMS, it has sometimes been surprised to learn that its Implementing Partners were at the end of their financial pipelines; or
- How the effectiveness and impact of the Ugandan NGO community, through which the Mission operates across all SOs, might be increased.
- Whether and how activities of Implementing Partners engaged in addressing a common problem or the same intended result can be enhanced in a particular area, without requiring significant amounts of scarce USAID time for the coordination of such improvements.

To help the Mission move in directions it wishes to go with respect to enhancing the utility of evaluations while expanding their use, the MEMS's contract is scheduled to produce a concept paper in this area in the fall of 2003. Guidance provided by the Mission on the kinds of options it would like to explore further as well as on actions it knows it wants to take and for which clear plans are needed will help to ensure that this concept paper focuses on options and approaches in which the Mission has a real interest.

Recommendations

With respect to Evaluation practice in the Mission, MEMS recommends that USAID/Uganda:

- Use its 2003 Portfolio Review as an opportunity to introduce the concept of a Mission Evaluation Agenda, i.e., one or two significant evaluations the Mission will undertake each year that examine fundamental "why" and "how" questions which go beyond

²³ In early 2003, AA/PPC sent a message worldwide to Missions improve and expand their use of evaluations.

individuals activities and which, if answered, could have an important effect on Mission efficiency or effectiveness.

A Mission Evaluation Agenda, much like Administrator's Evaluation Agenda, will help USAID/Uganda break a mind-set about evaluation that casts it as either a requirement or something that merely duplicates the information the Mission acquires through performance monitoring. Establishing such an agenda from the top of USAID/Uganda involves leading by example, which is often the best way to promote change. Exercised in this instance, leading by example could not only generate important, Mission-useful information, it would also allow the Mission to respond positively to USAID/Washington urgings to reinvest in this area of management practice and do so in ways that actually benefit the Mission.

- Introduce a pro-active tracking system geared to improve the Mission's implementation of those evaluations to which it commits in its annual evaluation plan.
- Provide MEMS with sufficient instruction concerning the options and plans for FY 2004 and beyond that the Mission is most interested in seeing developed through the scheduled MEMS Concept Paper on this topic.

M&E Information Dissemination

Conclusions

USAID/Uganda disseminates a minimal amount of performance information and lessons learned from its efforts. It produces an Annual Report, but gains little from that exercise internally or by way of a useful information product to share with key stakeholders and partners in Uganda. "Success stories", ad hoc information sharing between SO Team members and their colleagues in Government and the donor community, and customized information packages prepared for visiting delegations all exist. Their reach, from a dissemination perspective, varies widely, given the nature of these information products. Broadly speaking, the Mission has a limited understanding of what audiences it is reaching and what information they are receiving.

There is no requirement that forces a Mission to develop and execute an information strategy. There are, however, some benefits to be realized from shifting from an ad hoc requirements based approach to information sharing to a more systematic approach. Time-savings can be gained when a sufficient range and depth of "off-the-shelf" products exists to serve most of information needs. In the absence of such products, Missions find themselves creating, and re-creating, to deal with every new request and visitor. An information strategy, and the products that flow from it, also encourage Missions to define their own target audiences and effectively reach them on a pro-active basis that, in most instances, tends to be more comprehensive than is a reactive information dissemination strategy.

USAID/Uganda currently spends considerable amounts of time on developing customized information packages to respond to specific requests. The fact that time spent in this manner is

perceived by Mission staff to be in competition with other work, i.e., in competition with implementation tasks and a partial explanation of why M&E tasks slip behind notional schedules, may be reason enough for USAID/Uganda to consider a more strategic and “off the shelf” approach. Harder to see, or to understand as a reason for changing the Mission’s approach to information dissemination are missed opportunities.

When a steady flow of information on not only what USAID is doing in a country, but also on what is and isn’t working well and why, is forth coming from a Mission, that information flow has the power, like a rock tossed in a lake, to generate discussion and action, not only within USAID community but beyond it as well. Some USAID Missions are taking advantage of the Internet as a mechanism for information dissemination with an eye toward not only telling the story of USAID’s successes, but perhaps more importantly to foster a dialogue on development issues in their country. To this end, some of these Missions, e.g., USAID/Egypt, post not only the evaluations they have conducted but also a range of technical studies they have carried out on their websites. Some missions pay attention to their websites infrequently, others, like USAID’s agency-wide website are updated frequently with new “front page” stories on important issues as well as important successes.

Information dissemination is an area where USAID/Uganda has option. One option is to do nothing. The Mission is widely recognized in USAID/Washington for the impressive progress that has been made in key areas, most notably with the HIV/AIDS prevalence rate. In budget and recognition terms, the cost of doing nothing new or different with respect to information dissemination is probably negligible. Internally, there is the potential for reducing the burden that a continuous flow of customized information package development imposes on staff. Off-the-shelf products, while they require an initial investment, could provide the Mission with some relief in this area. If well planned, i.e., conceptualized in light of a clear understanding of the kinds of information the Mission is most frequently asked to provide, time saved could significantly exceed time spent on such efforts. Other gains to be made from improving the Mission’s information dissemination strategy, approach and range and quality of products, e.g., awareness raising among target audiences in Uganda and elsewhere or the stimulation of a dialogue on key issues facing Uganda, impediments to resolving them and approaches that seem to work, are all optional. They require an investment commensurate with results the Mission considers important.

To help the Mission move in directions it wishes to go with respect to information dissemination, the MEMS’s contract is scheduled to produce a concept paper in this area in the fall of 2003 that provides the Mission with additional information on options it wants to explore as well as preliminary plans in areas where the Mission knows it wants to make improvements. In principle, this concept paper will respond to Mission guidance concerning options it wants to explore and areas where it is ready to consider specific “next steps.”

Recommendations

With respect to Monitoring and Evaluation Capacity, MEMS recommends that USAID/Uganda:

- Identify those types of information for which it is most frequently asked and in turn, frequently ask staff to produce customized responses and, with MEMS assistance, develop an initial set of “off the shelf” information products responsive to these high frequency needs.
- Take better advantage of USAID’s Annual Report development process to communicate with key audiences within and beyond Uganda:
 - At minimum, return to the Mission’s practice of producing and distributing copies of the main elements of the text of its Annual Report to key stakeholders in Uganda and post that report on the Mission’s website.
 - Consider – for FY 2004 or future years -- an upgraded Mission Report that takes advantage of the fact that the Annual Report process generates a good deal more information that the Mission tends to include in the Annual Reports it produces for USAID/Washington. Use that foundation to develop and publish on the website, with MEMS assistance, a Mission-defined report on progress and what was learned during the year for key audiences within and beyond Uganda. This could substitute for or be published as a companion to the Mission’s normal Annual Report.
- Based on discussions within USAID concerning the pros and cons of a more active and formal information dissemination strategy and products, instruct MEMS concerning the options and plans for FY 2004 and beyond that the Mission is most interested in seeing developed through the scheduled MEMS Concept Paper on this topic.

M&E Capacity

Conclusions

USAID/Uganda staffs are sufficiently knowledgeable concerning USAID monitoring and evaluation precepts and practices to produce high quality information on program performance and lessons learned. Both Direct Hire and Foreign Service National (FSN) staffs have been exposed to USAID training in this field, and some staff have considerable expertise in this area. While the M&E training received by most long-term USAID/Uganda staff was provided two years ago, as part of a broader USAID course, neither lack of training, nor insufficient depth, appear to be a constraint at the present time.

M&E staffs of Implementing Partner organizations, by comparison, generally lack both self-study materials and formal training, though there are a few exceptions to this rule. On-the-job training and assistance from outside, in the form of short term consultancies, often at the start of an activity, provided by staff from the Implementing Partners’ headquarters or outside experts, have, nevertheless, put these long-term M&E staff in a position to implement a plan that may have been developed by others. While many of these individuals consider their M&E skills to be rudimentary, they appear to be sensitive to some of the quality issues associated with data

collection and have organized short training programs for field staff and partner organizations that collecting data on their organization's USAID-funded activities.

M&E staffs in these organizations have few if any local sources of training to which to turn to improve their M&E skills. Ugandan expertise in this field is limited, despite the existence of a small number of well-trained individuals and one or two firms in Uganda that are highly qualified to undertake monitoring and evaluation work, and the presence of a nascent evaluation association that is nominally linked to a network of similar groups on the continent. The World Bank has initiated an effort aimed at improving M&E capacity within the government that appears to be in an early stages of development.

Raising evaluation capacity in a country, beyond the level specifically required to meet USAID monitoring and evaluation needs warrants an explicit decision. It is a decision that some USAIDs have made and in some instances they have been pleased with the results.

M&E capacity is an area where USAID/Uganda has options. Given that there is no immediate need for basic M&E training among USAID's own staff, this is an area where the Mission could decide that no action is necessary, at least at the present time. Alternatively, the Mission could elect, over the five year horizon of the MEMS contract, to both enhance the M&E skills of its own staff and to invest in upgrading Ugandan M&E capacity, starting with the local staff of its Implementing Partner organizations and perhaps expanding such an effort, as some other USAID missions, to help build M&E capacity in local civil society organizations.

These are not choices the Mission needs to make either immediately, or based on this Initial Assessment alone. The MEMS contract with USAID/Uganda calls for the development of a concept paper that focuses on M&E capacity to be developed in the fall of 2003. That paper can be used to further elaborate Mission options in this area, or to lay out a multi-year road map if the Mission already knows or has an inclination concerning the kinds of M&E capacity building investments it would like MEMS to help it make in this area.

Recommendations

With respect to Monitoring and Evaluation Capacity, MEMS recommends that USAID/Uganda:

- Not invest in M&E training for Mission staff in FY 2004, but that sometime during the fiscal year it surveys Mission staff to determine whether there is a felt need for refresher training, an advanced course, or simply topical seminars in any aspect of M&E that could productively be addressed in FY 2005, or thereafter.
- Provide M&E training during FY 2004 for M&E staff of Implementing Partner organizations that gives them a foundation at least equal to, if not beyond that provided by USAID in the core courses through which it acquaints USAID staff with this field. The reason to consider going beyond minimal orientation and providing more in-depth training for these individuals is that their responsibilities include collecting, or directly overseeing the collection and analysis of performance data. In this sense they are much

closer to the action and much more directly in a position to control data quality and relevance than are their USAID counterparts.

- Consider, once the M&E capacity of Implementing Partners is raised to a level that is roughly equivalent to that of the Mission's long-term staff, a gradual expansion of any M&E capacity building effort to provide training opportunities, in the out-years of the MEMS contract, to local NGO organizations with which the Mission works and whose overall capacity it seeks to strengthen and, through a Training of Trainers effort, either independently or in collaboration with the World Bank, that would leave the ability to continue capacity expansion after the MEMS contract ends.
- That the Mission's review and comments on the M&E capacity section of this Initial Assessment provide MEMS with instructions in this area appropriate for producing a Concept Paper that produces options and plans that accurately reflect the general directions in which the Mission wishes to move in this arena.

Mission M&E Management

While M&E receives attention in USAID/Uganda, the Mission has recognized for over a year that the volume of work to be done exceeds the capacity of its small staff. Initiating the MEMS contract and bringing a new full time M&E Officer on board are important steps the Mission has taken to correct this situation.

As the foregoing suggests, MEMS Initial Assessment has identified a number of areas where it may, in collaboration with the Mission Evaluation Officer, be able to assist SO Teams and their Implementing Partners. Beyond these specific areas, however, lie systems problems that cannot be addressed from the outside. MEMS use of the term systems refers to policies, procedures, guidance, schedules and the like. The underlying machinery, if you will, that defines how things are to be done in a Mission and verifies that these "game rules" are being followed. Defining what is needed by way of systems products, and staffing out their development, is typically a Program Office function. This is where the Mission's lack of a full -time Program Officer, has taken a toll. A seasoned Program Officer plays a catalytic role in integrating a Mission's planning, action and learning functions. Often they spot intuitively where these functions are not linking up, develop a system improvement agenda, and step in to make course corrections.

With PPD approaching a full staff complement, it should become easier for that unit to identify where written guidance, clearer policies, timelines and other systems products help the Mission and its Implementing Partners to be more efficient and effective, generate those products, and track whether they are being used. On the M&E side, the dissemination of evaluation products, the responsibilities of grantees and cooperating agreement partners for providing the Mission with information on Mission-defined performance indicators; and the timing of Implementing Partner performance reports are but a few examples of the range of areas where the USAID/Uganda "game rules" are less than crystal clear and where PPD must officially take the lead. MEMS role can and should be to support that lead wherever possible.

Appendices

- A List of Organizations and Individuals Interviewed
- B Map of Indicator Transitions from the CSP to the ISP to the Mission's Current PMP
- C Glossary of Key ADS Terms
- D Aligning Indicators to Results in SO 7
- E Aligning Indicators to Results in SO 8
- F Aligning Indicators to Results in SO 9
- G Measuring Impact at the Level of the Mission's Goal
- H Indicator Characteristics and Measurement Issues
- I Timeline Showing Data Availability by Implementing Partner
- J USAID/Uganda Performance Targets and Current Performance Indicators
- K Implementing Partner Information on Cross Cutting Themes

Appendix A

List of Institutions and Individuals Interviewed

SO7 IMPLEMENTING PARTNERS

- | | | |
|---|---|-----------------------------------|
| 1 | BIODIVERSITY & ENVIRONMENT CONSERVATION (Eco-Trust) | |
| | Moses Korutaro | M&E Specialist |
| | Joy Tukahirwa | Executive Director |
| | Greg Booth | Environment Advisor (USAID) |
| | Nightingale Nantamu | CTO (USAID) |
| 2 | MOUNTAIN GORILLA (African Wildlife Trust (AWF) | |
| | Elizabeth Chadri | Head, Kampala Conservation Centre |
| | Greg Booth | Activity Manager USAID |
| | Innocent Garakumbe | M&E Specialist |
| 3 | IDEA (Chemonics International, Inc.) | |
| | Peter Wathum | M&E Specialist |
| | G. Kenyangi | Activity Manager (USAID) |
| | Harriet Nsubuga | Marketing Information Manager |
| 4 | SPEED (Chemonics, International, Inc.) | |
| | Phil Broughton | Chief of Party |
| | Emmanuel Acuc | M&E Specialist |
| 5 | WOCCU/SACCO Net Uganda (World Council of Credit Unions) | |
| | Roberto William Bonilla | Project Director |
| | Steven Mwesigwa | Financial Analyst |
| | Wilson Kabanda | Financial Consultant |
| 6 | Dairy Industry - Land of Lakes | |
| | Bradley J. Buck | Country Coordinator |
| | Francis Buwembo | M&E Specialist |
| 7 | AFRICARE | |
| | Biima Fatima Ngombi | Project Coordinator |
| | Bariyanga James | M&E Specialist |
| | Laurence Mukanyindo | Africare |
| 8 | ACDI/VOCA | |
| | Emmet Murphy | Grants & Development Manager |
| | Ruth Sempa | Project Manager Assistant USAID |
| | Josephine Kagumbe | Programme Nutritionist |

- | | | |
|---|---|--|
| 9 | Catholic Relief Services (CRS)
Benjamin Phillips
Micheal Tewode | Country Representative
M&E Specialist |
|---|---|--|

SO8 IMPLEMENTING PARTNERS

- | | | |
|---|--|--|
| 1 | Connect ED (AED)
Wamala Fredrick
Cissy Segujja Mazzi
Nyende Hawa
Ssemanda Enos
David L.K.Kawumi
Phoebe Kyomukama | Project Coordinator
Assistant project coordinator
Assistant project coordinator
Materials Design Specialist
Materials Design Specialist
Materials Design Specialist |
| 2 | UPHOLD (JSI)
Nosa Orobato
Geoffrey Olupot
Deirdre Rogers | Chief of Party
M&E Coordinator
Consultant |
| 3 | The AIM - (JSI, WE and WL)
Paul Waibale
Evas Kansiime
Dan Wamanya | Ag. Chief of Party
M&E Specialist
(USAID) |
| 4 | CMS/AIDSMark (Deloitte Touche Tohmatsu, ABT Associates and PSI)
Peter Cowley
Karen Bukara
Francis O. Okello | Country Director
Director Social Marketing
Research, Monitoring and Evaluation Manager,
Anglophone Africa |

SO9 IMPLEMENTING PARTNERS

- | | | |
|---|---|--|
| 1 | AAH
Roy E. Ferguson
Dr. Charles Akulep
Sandra Ayoo | Programme Manager
Programme Coordinator
(USAID) |
| 2 | Strengthening Decentralization in Uganda (SDU) (MSI)
Bob Sanders
Annette Mbize Bamanya
Nestore Jalobo
Francis Luwanga
Liz Regan Kiingi | Chief of Party
Training Coordinator/PMP Specialist
Finance Officer
(USAID)
(USAID) |

- | | | |
|---|---|--|
| 3 | Legislative Support Activity (LSA) (DA)
Eva Mulema | Deputy Chief of Party |
| 4 | IOM
Damien Thuriaux
Sandra Ayoo | Project Development Officer
(USAID) |

INSTITUTIONS

- | | | |
|----|---|--|
| 1 | Ministry of Education & Sports
Frank Ssenabulya | Statistician (Monitoring & Evaluation Unit) |
| 2 | UBOS
John B. Male Mukasa
Z.E.A Kaija
Mubiru | Executive Director
Director Population & Social Statistics
Deputy Executive Director |
| 3 | Ministry of Health
Dr. Eddie Mukooyo | Assistant Commissioner Health Services
Resource Centre |
| 4 | The Ssemwanga Centre
James K. Ssemwanga | Managing Director |
| 5 | IFPRI
Ephraim Nkonya
Rhona Walusimbi
Simon Bolwig | Research Associate
Research Associate
Research Analyst |
| 6 | TASO
Bennet Joseph Kizito
Tom Kityo | Senior Data/Analyst
Head Advocacy & Mobilization |
| 9 | Management Training & Advisory Centre (MTAC)
Edward B. Mulumba | Senior Consultant |
| 10 | Uganda Management Institute
John Kiyaga-Nsubuga | Deputy Director |
| 11 | Parliament of Uganda
Enoth Tumukwasibwe | Principal Research Officer |

- | | | |
|----|---|---------------------------|
| 12 | Ministry of Finance Planning & Economic Development (PMU) | |
| | Margaret Kakande | Poverty Analyst |
| | Engineer Paul Kasule Mukasa | Senior Programme Engineer |
| 13 | Plan for Modernisation of Agriculture | |
| | Tom Kakuba | M&E Officer |
| 14 | Aids Information Centre | |
| | Jonathan Mubangizi | M&E Specialist |

USAID STAFF

SO7 Team

Diana Atuhirwe
Paul Crowford (Team Leader)
Jackie Wakheya

SO8 Team

Dan Wamanya
Elise Ayers
Amy Cunningham
Jessica Kafuko
Robert Cunnane (Team Leader)
Sarah Mayanja
Anne Kabogonza

SO9 Team

John Anderson (Team Leader)
Francis Luwangwa
Sandra Ayoo
Harris Randulf

PPD

Jon O' Rourke
Albert Siminyu
Liz Reagan Kiingi

Mission Management

Thomas Rudolph - Deputy Mission Director

Appendix B

USAID/Uganda Indicator Transition Map

(Structured based on the Integrated Strategic Plan (ISP) of June 2001)

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description S07 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
CSP Goal: Sustainable and Equitable Improvement in the Standard of Living				ISP Goal: Assist Uganda to Reduce Mass Poverty				
Goal-1	Constant or increasing growth rate of GDP ³	✓						
Goal-2	Percentage of children with under 5 chronic under-nutrition (stunting) ⁴							
Goal-3	Infant mortality under-5				See ISP SO 8 (3) below			
Goal-4	Fertility rate				See ISP SO 8 (1) below			
Goal-5	Reduction in armed conflict	✓	✓					

¹ The 2003 Annual Report was a transition report that introduced the ISP SOs, but reported in terms of the CSP SOs. A check in this column indicates that quantitative data was presented that appeared to come from data collected on a specific PMP indicator.

² This PMP is in flux, the version used integrates the current SO Team draft and all mandatory and core indicators for AIDS and PMCTC.

³ As measured by a five-year rolling average

⁴ Mission stated it was tracking from a recorded decline from 45% in 1989 to 38% in 1995, the baseline year for the CSP

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
ISP SO 7: Expanded Sustainable Economic Opportunities for Rural Sector Growth								
1-1	Increased income for rural households in selected regions ⁵	✓ ⁶		SO 7 (1)	Household income in selected regions ⁷ (<i>wording modified & basis for calculation changed</i>)	SO 7 (1)	Household income in selected regions	Economic & Natural Resource Sectors
1-2	Increased incomes for households in targeted districts ⁸							
				SO 7 (2)	Number of off-farm enterprises	SO 7 (3)	Employment generation in on- and off-farm enterprises	Economic & Natural Resource Sectors
1.1-1	Number of new businesses established		✓ ⁹					
				SO 7 (3)	Employment generation in on- and off-farm enterprises	SO 7 (3)	Employment generation in on- and off-farm enterprises	Economic & Natural Resource Sectors
				IR 7.1 ¹⁰ (1)	Food security monitoring systems in place	IR 7.1 (4)	Food security monitoring systems in place	Economic (Agric), Planning & Health sectors
				IR 7.1 (2)	Availability of selected food commodities	IR 7.1 (1)	Availability of selected food commodities	Economic (Agric) & Health sectors

⁵ Average rural household monthly expenditure in targeted regions (as % increase in overall expenditures over 1995 baseline)

⁶ Marked as SO level indicator.

⁷ Aggregate income from on- and off-farm enterprises and nature based enterprises.

⁸ Average monthly expenditures for households involved in project activities (as % increase in expenditures on specific commodities over 1995 baseline)

⁹ Dairy sector only.

¹⁰ IR 7.1 indicators focus on Northern and Western Uganda's conflict-affected areas.

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description S07 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
						IR 7.1.(2)	Volume of food aid distributed	Economic (Agric.) & Health sectors
				IR 7.1 (3)	FAO dietary diversity score	IR 7.1 (3)	FAO dietary diversity score	Economic & Health sectors
				IR 7.1.1 (1)	Knowledge of improved farming practices	IR 7.1.1 (1)	Knowledge of improved farming practices	Economic, Education & Natural Resource Sectors
				IR 7.1.1. (2)	Use of improved farming practices	IR 7.1.1. (2)	Use of improved farming practices	Economic (Agric.) & Natural Resource sectors
				IR 7.1.2 (1)	Targeted people receiving food aid	IR 7.1.2 (1)	Targeted people receiving food aid	Economic & Health sectors
				IR 7.1.2 (2)	Complementary assistance from community based organizations	IR 7.1.2 (2)	Complementary assistance from community based organizations	Economic & Local Governance sectors
	People living with HIV/AIDS (PLWHA) that receive food aid (Added during CSP period)		✓	IR 7.1.2 (3)	HIV/AIDS infected children receiving food aid (<i>wording modified; scope narrowed</i>)	IR 7.1.2 (3)	HIV/AIDS infected children receiving food aid	Economic & Health sectors

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
	Yield per hectare or per animal for selected food products (<i>Added during CSP period</i>)	✓	✓	IR 7.2 (1)	Productivity of selected agricultural commodities and products (<i>wording modified; scope modified</i>)	IR 7.2 (1)	Productivity of selected agricultural commodities and products	Economic (Agric.), Dairy & Natural Resource sectors
1.3.1	Increased production of targeted food products ¹¹	✓	✓ ¹²	IR 7.2 (2)	Volume of production of selected commodities and products	IR 7.2 (2)	Volume of production of selected commodities and products	Economic (Agric), Dairy & Natural Resource sectors
				IR 7.2. (3)	Market value of selected agricultural and natural resource commodities	IR 7.2. (3)	Market value of selected agricultural and natural resource commodities	Economic (Agric), Dairy & Natural Resource sectors
1.2.1	Growth of targeted NTAE ¹³	✓ ¹⁴	✓					
1.2.2	Increased number of targeted NTAEs exported							
1.2.3	NTAEs as a percent of total exports							
				IR 7.2.1 (1)	Use of yield enhancing inputs	IR 7.2.1 (1)	Use of yield enhancing inputs	Economic (Agric.) & Natural Resource sectors

¹¹ Milk, edible oil, cassava, maize and beans, nationally (volume)

¹² For maize, milk, beans and sorghum (mix of production and productivity information)

¹³ Annual increase in value and volume of NTAEs exported

¹⁴ Value only, in both 2001 R4 and 2003 Annual Report

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
				IR 7.2.1 (2)	Adoption of improved farming practices	IR 7.2.1 (2)	Adoption of improved farming practices	Economic (Agric.) & Natural Resource sectors
						IR 7.2.1 (3)	Land area under sustainable management	Economic & Natural Resource sectors
				IR 7.2.2 (1)	Commodity-based and nature based producer and exporter firms meeting international quality and safety standards	IR 7.2.2 (1)	Commodity-based and nature based producer and exporter firms meeting international quality and safety standards	Economic, Legal & Natural Resource sectors
				IR 7.2.2 (2)	Commodity-based and nature-based firms, individuals and organizations involved in value-added processing and manufacturing	IR 7.2.2 (2)	Commodity-based and nature-based firms, individuals and organizations involved in value-added processing and manufacturing	Economic, Dairy & Natural Resource
				IR 7.2.2 (3)	Clients assessing/utilizing market information	IR 7.2.2 (3)	Clients assessing/utilizing market information	Economic & ICT
				IR 7.2.3 (1)	Enterprise-focused organizations providing input services	IR 7.2.3 (1)	Enterprise-focused organizations providing input services	Economic, Local Governance

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description S07 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
				IR 7.2.3 (2)	Local government resource allocations to private sector and NGOs for natural resources and agricultural service delivery	IR 7.2.3 (2)	Local government resource allocations to private sector and NGOs for natural resources and agricultural service delivery	Economic, Local Governance
2.3-1	Decentralization of NRM to sub-national levels						<i>Somewhat reflected in IR 7.2.3 (2) above</i>	
2.3-2	Environmental concerns brought into development processes (<i>reworded during CSP period as: Environmental action plans created by local governments</i>)		✓				<i>Somewhat reflected in IR 7.2.3 (2) above</i>	
				IR 7.3 (1)	Loans to businesses and farmers in selected sectors	IR 7.3 (1)	Loans to businesses and farmers in selected sectors	Mostly Economic (Agriculture, Dairy, etc)
				IR 7.3 (2)	Foreign and domestic investments in selected sectors	IR 7.3 (2)	Foreign and domestic investments in selected sectors	Mostly Economic
				IR 7.3.1 (1)	People with enhanced management skills	IR 7.3.1 (1)	People with enhanced management skills	Economic & Education
				IR 7.3.1 (2)	Organizations with bankable business plans			

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description S07 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
						IR 7.3.1 (2)	Increased volume of sales of goods and services	Economic (Business)
				IR 7.3.2 (1)	Men and women receiving training skills	IR 7.3.2 (1)	Entrepreneurs receiving training in business skills (wording modified; scope changed)	Economic (Business)
				IR 7.3.2 (2)	Targeted SMEs and MFIs purchasing business development services	IR 7.3.2 (2)	Targeted SMEs and MFIs purchasing business development services	Economic (Banking)
1.1-3	Increased number of sustainable financial institutions active in rural areas							
	Lending by selected banks to MFIs, MSMEs and rural producers (Added during CSP period)		✓	IR 7.3.3 (1)	Lending by selected banks to MFIs, MSMEs and rural producers	IR 7.3.3 (1)	Lending by selected banks to MFIs, MSMEs and rural producers	Economic (Banking)
	Clients of selected MFIs and banks outside Entebbe, Kampala and Finja (Added during CSP period)		✓ ¹⁵	IR 7.3.3 (2)	Clients of selected MFIs and banks outside Entebbe, Kampala and Finja	IR 7.3.3 (2)	Clients of selected MFIs and banks outside Entebbe, Kampala and Finja	Economic (Banking), Rural Outreach

¹⁵ Not clear what locations, national or target areas

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
1.1-2	Increased number of borrowers/savers in targeted areas	✓						
				IR 7.3.3 (3)	Loans between Uganda Shillings 3 million and 425 million			
						IR 7.3.3 (3)	Number of SME loans made	Economic (Banking)
				IR 7.4 (1)	Uganda laws and policies modified through private sector and GOU consultative process	IR 7.4 (1)	Uganda laws and policies modified through private sector and GOU consultative process	Economic, Democratic & Legal
				IR 7.4.1 (1)	Length of time for searches and registration in companies registry	IR 7.4.1 (1) May drop out ¹⁶	Length of time for searches and registration in companies registry	Economic (Business)
				IR 7.4.1 (2)	Length of time for searches and registration in land registry	IR 7.4.1 (2) May drop out	Length of time for searches and registration in land registry	Economic (Business)
				IR 7.4.1 (3)	Commercial cases resolved through alternative dispute resolution (ADR)	IR 7.4.1 (3) May drop out	Commercial cases resolved through alternative dispute resolution (ADR)	Economic (Business) & Legal

¹⁶ Per SO 7 staff, 8/15/03

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
				IR 7.4.2 (1)	Private sector clients participating in the review and modification of policies and regulations	IR 7.4.2 (1)	Private sector clients participating in the review and modification of policies and regulations	Economic (Business) & Governance
				IR 7.4.2 (2)	Clients knowledgeable about the impacts of globalization and regional trade agreements	IR 7.4.2 (2)	Clients knowledgeable about the impacts of globalization and regional trade agreements	Economic (International Trade) & Education
2-1	Ecosystem health and biodiversity maintained							
2-2	Critical ecosystems generate benefits and revenues	✓ 17						
2-3	Critical ecosystems managed rationally	✓ 18						
2.1-1	Protective status of critical areas maintained							
2.1-2	Private sector invests in NRM							
2.1-3	Integrity of critical areas maintained							

¹⁷ Marked as SO level indicator.

¹⁸ Marked as SO level indicator

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
2.2-1	Biophysical changes in landscape – trees	✓	✓					
2.2-2	Increased NR productive energy							
2.3-2	Increased awareness by Ugandans of the environment		✓ ¹⁹					
				IR 7.4.3 (1)	Environmental advocacy agendas developed	IR 7.4.3 (1)	Environmental advocacy agendas developed	Natural Resources & Democracy
				IR 7.4.3. (2)	Environmental advocacy campaigns conducted	IR 7.4.3. (2)	Environmental advocacy campaigns conducted	Natural Resources & Democracy
				IR 7.4.3 (3)	Actions responsive to [environmental] advocacy campaigns	IR 7.4.3 (3)	Actions responsive to [environmental] advocacy campaigns	Natural Resources & Democracy
SO 8: Human Capacity Improved								
Goal level	Fertility rate – as a Goal level indicator, see Goal-4 above			SO 8 (1)	Total fertility rate (TFR)	SO 8 (1)	Total fertility rate (TFR)	Integrates education and health
				SO 8 Milestone Indicator (Interim) (a)	Contraceptive prevalence rate (CPR)	SO 8 (2.a)	Contraceptive prevalence rate (CPR)	No integration

¹⁹ As farmers trained in improved agro-forestry technology

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description S07 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
4.a-1	Couple years protection (CPY) distributed in target districts					SO 8 (2.b)	Couple years of protection (CPY), as a proxy for CPR on an annual basis (wording changed; scope and sources may also differ)	No integration
4.a-2	Couple years protection (CPY) distributed through social marketing in target districts	✓ 20	✓					
4.a-3	Modern contraceptive prevalence		✓ ²¹					
	Long Term Family Planning Method Clients (<i>Added during CSP period</i>)		✓					
				SO 8 (2)	HIV prevalence among adolescent men and women			

²⁰ Marked as SO level indicator

²¹ Difference between target and control sites reported in Annual Report, for pill only.

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
4.h-c	HIV prevalence among 15-19/20-24 year old pregnant ANC clients: Kampala, Jinja, Mbarara	✓ 22		SO 8 Milestone Indicator (Interim) (c)	HIV prevalence among 15-19/20-24 year old antenatal clients at MOH sentinel surveillance sites (<i>wording modified; scope changed</i>)	SO8 (5)	HIV prevalence among 15-19/20-24 year old pregnant ANC clients at selected ANC sites (<i>wording modified; coverage may differ</i>) (Mandatory ADS)	No integration
						IR 8.1.2 (15)	Women testing positive for HIV	No integration
4.h-a	Percentage of ANC clients 15-19 with syphilis in target facilities							
Goal level	Infant mortality – as a Goal level indicator, see Goal-3 above			SO 8 (3)	Under Five Mortality Rate (U5MR)	SO 8 (3)	Under Five Mortality Rate (U5MR)	Integrates health and education
	Immunization coverage (<i>Added during CSP period</i>)		✓	SO 8 Milestone Indicator (Interim) (b)	Immunization coverage	SO 8 (4.a)	Immunization rate (<i>wording modified</i>)	No integration
	DPT3 Immunization (children under 1 year) (<i>marked as SO level indicator</i>) (<i>Added during CSP period</i>)	✓ 23				SO 8 (4.b)	DPT3 coverage, as a proxy for immunization rate on an annual basis	No integration

²² Marked as SO level indicator

²³ Marked as SO level indicator.

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
	Children receiving Vitamin A (<i>Added during CSP period</i>)		✓					
				SO 8 (4)	Secondary school qualification rate			
3-1	4 th Grade and 7 th Grade completion rates ²⁴	✓ 25	26			SO 8 (6)	Completion Rate (<i>wording modified; coverage narrowed to Grade 7</i>)	No integration
				SO 8 Milestone Indicator (Interim) (d)	Average test scores for primary school grade 4 and 7			
						SO 8 (7)	NAPE Assessment Scores, Grades 3 and 6	No integration
						SO 8 (8)	Assessment Scores (<i>annual measure -- to be developed</i>)	No integration
				IR 8.1 (1)	Coverage rates for basic social services ²⁷ (<i>includes both health and education</i>)			

²⁴ Number of P4/P7 students completing grade (as % of children entering those grades 4 & 7 years earlier, respectively)

²⁵ Marked as SO level indicator

²⁶ As primary school completion, i.e., Grade 7.

²⁷ Proportion of the target population that uses services (immunization, HIV/AIDS services), basic education)

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
				IR 8.1 (2)	Discontinuation or dropout rates for core services (<i>i.e., people who start but do not complete use of a service above</i>)			
4.1.a	Clinical services ²⁸							
						SO 8.1 (1)	Initiation of modern family planning (new acceptors)	No integration
4.c	Annual number of assisted deliveries in target facilities	✓ 29		IR 8.1.1 (4)	Births attended by trained medical personnel ³⁰ (<i>wording and scope modified</i>)	SO 8.1 (3.a)	Assisted deliveries (<i>wording modified; coverage may be different</i>)	No integration
						SO 8.1. (3.b)	Deliveries at health facilities	No integration
4.b	MCH services (<i>annual number of ante-natal visits in target facilities</i>)					SO 8.1. (4.a)	Number of ANC visits	No integration
						SO 8.1. (4.b)	Frequency of ANC visits	No integration

²⁸ Percentage of DISH districts routinely providing integrated services

²⁹ Marked as SO level indicator.

³⁰ National data and survey estimate: HMIS, DHS

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
4.e	Annual number of persons tested for HIV and counseled in target districts ³¹		✓	IR 8.1.2 (2)	Population requesting HIV test and receiving results ³² (wording modified; coverage may differ)	SO 8.1 (5)	Use of VTC (<i>wording modified; coverage may differ</i>) (Mandatory ADS , but with the wording: <i>number of clients seen at VTC centers</i>)	No integration
						IR 8.1.2 (11)	Women Testing for PMTCT (Mandatory ADS and PMTCT , but with wording: <i>number of women with known HIV infection among those seen at PMTCT sites</i>)	No integration
						IR 8.1.2 (13)	Women receiving PMTCT Services (Mandatory PMCTC but with wording: <i>PMCTC uptake</i>)	No integration

³¹ HMIS data for 10 DISH districts; to be replaced with data from 80 DISH facilities where data availability and reliability can be more readily assured.

³² National data and survey estimates: Service statistics, DHS

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
						IR 8.1.2 (14)	Pregnant Women Attending PMTCT Sites (Mandatory ADS and PMTCT , but with wording: <i>number of women who attend PMTCT sites for a new pregnancy</i>)	No integration
						Not in PMP	Percentage of all pregnant women attending at least one ANC visit who receive an HIV test, test results and post-test counseling (Mandatory PMTCT)	No integration
						IR 8.1.2 (16)	Women & Family Members receiving PMTCT+	No integration
						Not in PMP	Infant infections averted (Mandatory PMTCT)	No integration

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO 7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
						Not in PMP	Percentage of HIV infected infants born to HIV infected mothers (Mandatory PMTCT)	No integration
4.f	Annual number of new HIV positive individuals counseled in target districts							
	Care and support to people living with HIV/AIDS (PLWHA) ³³ (Added during CSP period)		✓	IR 8.1.2 (4)	Complementary services for Title II/HIV/AIDS recipients (<i>clients receiving non-food aid</i>) (<i>wording modified</i>)	SO 8.1 (6.a)	Community and home based care for PLHA (<i>wording modified; coverage may differ</i>)	No integration
						SO 8.1. (6.b)	Facility based care for PLHA	No integration
						SO 8.1 (7)	PMTCT (<i>HIV infected pregnant women attending ANC & receiving ARV course</i>) (Mandatory ADS and GHB 2002)	No integration

³³ Food aid to this population is a separate indicator under the current SO 7.

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
						SO 8.1. (8)	ARV (<i>Number advanced HIV/AIDS receiving ARVs</i>) (Mandatory GHB 2002 but with wording: Number of HIV infected persons receiving ARV treatment)	No integration
						Not in PMP	Percentage of HIV positive women attending ANC's receiving a complete course of ARV at PMTCT sites (Mandatory ADS and PMTCT)	No integration
				IR 8.1.3 (4)	Age of sexual debut	SO 8.1. (9)	Median age at first sex (Mandatory ADS and GHB 2002)	No integration

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
						Not in PMP	Total number of orphans and other vulnerable children supported by USAID (Mandatory GHB 2002)	No integration
3-3	Gross enrollment ratio	✓ 34						
	Net enrollment (<i>Added during CSP period</i>)	✓ 35				SO 8.1 (10)	Net enrollment Rate (NER)	No integration
						SO 8.1. (12)	Enrollment in conflict areas	Integrates education and conflict
						SO 8.1.2 (22)	Enrollment in NFE programs	No integration
				IR 8.1 (3)	Primary school attendance rates at target facilities	SO 8.1 (11)	School attendance (<i>wording modified; coverage may differ</i>)	No integration
4.1.b	Community services ³⁶							
				IR 8.1.1 (1)	Customer satisfaction with selected social services (<i>includes both health and education</i>)			

³⁴ Marked as SO level indicator

³⁵ Marked as SO level indicator

³⁶ Number of active community volunteers per catchment area in 10 DISH districts

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description S07 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
4.2.a	Staff performance ³⁷			IR 8.1.1 (2)	Service providers compliance with basic quality standards ³⁸ (<i>includes both health and education</i>)			
				IR 8.1.1 (3)	Compliance of facilities with selected quality standards (<i>includes both health and education</i>)			
						IR 8.1.1 (1)	HSD Supervision Support to Health Facilities	Integrates health and governance
	Yellow Star Quality status in health facilities (<i>Added during CSP period</i>)		✓			IR 8.1.1 (2)	Health facilities with Yellow Star Status	No integration
				IR 8.2.2. (2)	Minimum quality standards for private sector services/facilities			
						IR 8.1.1 (3)	Visits to Private Midwives	No integration
						IR 8.1.1 (4)	VCT Supported Sites following MOH Protocol	No integration

³⁷ Percentage of nurses and midwives performing to standard in 10 DISH districts

³⁸ Trained service providers (health workers and teachers) who implement and abide by quality improvement guidelines

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description S07 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
						IR 8.1.1 (5)	Health workers trained PMTCT (Mandatory PMTCT)	No integration
3.2-1	Percent of “effective” schools ³⁹					IR 8.1.1. (6)	Schools with Yellow Star Status (wording modified; approach may differ)	No integration
3-2	Cycle time (years to completion)							
						IR 8.1.2 (1)	Distance to nearest health facility	No integration
				IR 8.1.3 (3)	Health units adopting youth-friendly services			
4.1.c	HIV testing and counseling (number of sites)							
	Out of stock drugs and medicines (<i>Added during CSP period</i>)		✓					
						Not in PMP	Existence of country drug distribution and drug monitoring system (Mandatory PMTCT)	No integration

³⁹ Percentage of trained faculty training to standard

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
						IR 8.1.2 (2)	Financial access to health services (<i>measure to be developed</i>)	No integration
				IR 8.1.2 (1)	Socially-marketed projects			
				IR 8.2 (1)	Market share of socially-marketed products			
	Sales of bednets (<i>Added during CSP period</i>)		✓ ⁴⁰			IR 8.1.2 (3)	Bednets sold (wording modified)	No integration
						IR 8.1.2 (4)	New outlets for USAID SM bednets	No integration
	Clean birth delivery kits (<i>Added during CSP period</i>)		✓					
						SO 8.1.2 (5)	Beneficiaries of STI treatment (individuals treated) (Mandatory ADS , but with wording: Number of clients provided services at STI clinics)	No integration
						Not in PMP	Number of STI clinics with USAID assistance (Mandatory ADS)	No integration

⁴⁰ Bednet and condom sales not specifically stated as being sold through social market programs in Annual Report.

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
						IR 8.1.2 (6)	STI treatment kits sold by USAID supported programs	No integration
						IR 8.1.2 (7)	Households with OVCs that are Supported (Mandatory ADS and GHB 2002 , but with wording: <i>number of orphans and other vulnerable children receiving support</i>)	No integration
						IR 8.1.2 (8)	OVC Community Initiatives (Mandatory ADS and GHB 2002 , but with wording: <i>number of community initiatives or community organizations receiving support to care for orphans and other vulnerable children</i>)	Integrates health and governance
						IR 8.1.2 (9)	OVC Programs Supported by USAID (Mandatory ADS)	No integration

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description SO7 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
						IR 8.1.2 (10)	Basic Care and Psychosocial Support Programs	No integration
						IR 8.1.2 (12)	PMTCT Sites (Mandatory ADS, GHB 2002 & PMCTC but with wording: <i>Number of USAID-supported health facilities providing the minimum package of PMTCT services</i>)	No integration
						Not in PMP	PMTCT Sites (Mandatory PMCTC but with wording: <i>Number of USAID-supported health facilities providing the minimum package of PMTCT + services</i>) – difference is the +	No integration
						IR 8.1.2 (17)	USAID ARV Treatment Supported Programs (Mandatory ADS and GHB 2002)	No integration

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						IR 8.1.2 (18)	USAID VTC Treatment Supported Programs (ADS and GHB 2002)	No integration
						Not in PMP	Number of USAID assisted community and home-based VTC programs (Mandatory ADS)	Integrates health and governance
						IR 8.1.2 (19)	USAID Supported Districts Implementing DOTS	No integration
	Sales of contraceptives (Added during CSP period)		✓			IR 8.1.2 (20)	Condom sales (wording modified) (Mandatory ADS , but with wording: Total condoms sold)	No integration
4.h-b	Annual national number of social marketing condoms sold to distributors							
						IR 8.1.2 (21)	Outlets for USAID SM Condoms	No integration
						IR 8.1.2 (23)	Distance to nearest school	No integration
						IR 8.1.3 (1)	Bednet Use	No integration
						IR 8.1.3 (3)	IEC/BBC Campaigns	No integration

CSP Period				ISP Period				
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						IR 8.1.3 (4)	Number of sexual partners (ADS and Mandatory GHB 2002, but ADS wording is: percentage of sexually active population in non-stable relationship that have multiple partners)	No integration
						Not in PMP	Number of individuals in stable relationships that have sex with more than one partner (Mandatory ADS)	No integration
				IR 8.1.3 (1)	Reported condom use with non-regular sex partners	IR 8.1.3 (5)	Sexually active respondents with non-regular partners using condom (Mandatory ADS and GHB 2002, but ADS wording is : condom use at last risky sex)	No integration

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						IR 8.1.3 (6)	Sexually active respondents using condom at last sex with regular partner	No integration
						IR 8.1.3 (7)	HIV/AIDS/health education messages in classroom	Integrates HIV/AIDS, education, education
						IR 8.1.3 (8)	Communities benefiting from UPE [sensitization]	No integration
4.g	Infant nutrition (percentage exclusively breast-fed in target facility catchment areas)							
4.4.a	Family planning (attitudes)							
4.4.b	Infant nutrition (attitudes)							
4.4.c	Maternal health (knowledge)							
4.4.d	HIV (knowledge)							
4.4.e	STD (knowledge)							
						IR 8.2 (1)	Expenditures on drugs and medical supplies	No integration

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						IR 8.2 (2)	Staffing (<i>Health posts filled by trained professionals</i>)	No integration
						IR 8.2. (3)	Stock levels of six selected commodities	No integration
				IR 8.2 (2)	Funds allocated to social sector programs of target local governments that are expended	IR 8.3. (4)	Funds allocated to social sector programs of target local governments that are expended within the financial year	Integrates governance, health and education
3.4-1	Resource reallocation ⁴¹	✓						
3.4-2	UPE growth strategy and financing plan							
4.3.a	Fees collected at district hospitals							
				IR 8.2 (3)	Health insurance/prepayment plan coverage			
3.2-2	Percentage of schools participating in TMDS					IR 8.3 (5)	Government support for TMDS (wording modified; method may differ)	No integration
	Pupil teacher ratio (<i>Added during CSP period</i>)		✓	IR 8.1.2 (3)	Pupil teacher ratio	IR 8.3 (6)	Staffing (education) – measured as pupil teacher ratio	No integration

⁴¹ Financial resources of GOU/MOES reallocated to support UPE and quality policy priorities

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	Percent increase in the number of primary school teachers (<i>Added during CSP period</i>)	✓						
3.1-1	Percent increase in total number of primary school classrooms							
4.3.b	Pre-service training capacity							
3.3-1	Development of a national strategy for girls' education							
3.3-2	Integration of girls' support activities into MOE services							
				IR 8.1.3 (2)	Schools adopting girl friendly approaches			
				IR 8.2.1 (3)	Health and education sub districts with approved strategic plans and work plans			
				IR 8.2.1 (1)	Social sector activities in District 3-year development plans that are implemented			
						IR 8.2.1 (1)	HMIS Completion	Integrates health and governance
						IR 8.2.1 (2)	Regular supervision to HSDs	Integrates health and governance

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						IR 8.2.1 (3)	Integrated HIV/AIDS Strategic Plan	Integration HIV/AIDS and other sectors
						IR 8.2.1 (4)	Regular Support [Supervision] to Primary Schools	No integration
	Loans to clinics from the Uganda Private Health Providers' Loan Fund (<i>Added during CSP period</i>)		✓			IR 8.2.2 (1)	Funds dispersed to private health facilities	No integration
				IR 8.2.2 (1)	Private sector share of health and education service delivery			
						IR 8.2.2 (2)	Private health facilities in district work plans	No integration
						IR 8.2.2 (3)	Loans to Private Health Providers	No integration
						IR 8.2.2 (4)	Health providers borrowing from micro-finance institutions	Integrates health and finance
						IR 8.2.2 (5)	Private sector initiatives supported to address any aspect of HIV/AIDS	No integration

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						IR 8.3 (1)	Target policies adopted by appropriate body and implemented	Integrates health and governance
						Not in PMP	Existence of National PMTCT Guidelines (Mandatory PMTCT)	No integration
						IR 8.3 (2)	Collaboration with Parliament	Integrates health and governance
						IR 8.3.1 (1)	Districts include a member of a CBO on their YSA team	Integrates health and governance
						IR 8.3.1 (2)	COBs receiving grants from Projects	Integrates health and governance
						IR 8.3.1 (3)	Public-private partnerships in community-based health or education related activities	Integrates health and governance
				IR 8.2.1 (2)	Civil society monitoring			
				IR 8.3.1 (1)	Target civil society organizations (CSOs) with advocacy agendas			
				IR 8.3.1 (2)	Target CSOs implementing advocacy campaigns			

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						IR 8.3.2 (1)	HIV/AIDS community initiatives or organizations receiving support to implement prevention, care or support programs	Integrates health and governance
						IR 8.3.2 (1)	Target policies developed	Integrates health and governance
						Not in PMP	Existence of a National PMTCT Steering Committee (Mandatory PMTCT)	No integration
						Not in PMP	National PMTCT Program Expansion Plan developed (Mandatory PMTCT)	No integration
				IR 8.3.2 (1)	Policy environment score (PES)			
SO 9: More Effective and Participatory Governance								
						SO 9 (1)	District score on LGDP Index	YES, All sectors such as education health, D&G, water and sanitation

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				SO 9 (1)	Financial resources released to local governments as grants			
				SO 9 (2)	Number of ex-combatants reintegrated into communities	SO 9 (2)	Number of ex-combatants reintegrated into communities	Yes, sectors such as conflict and D&G
5-2 re process aspect	Citizens groups and professional organizations <i>provide documented input</i> resulting in changes to proposed legislation at national and local levels		✓	SO 9 (3)	CSOs making submissions in parliamentary committee hearings	SO 9 (3)	Number of CSOs submitting written comments to parliamentary committee hearings	All sectors
				SO 9 (4)	Funds allocated to target local governments that are expended	IR 9.1.1 (2)	Percentage of funds released to target local governments that are expended within the financial year.	All sectors
5-9-1	Parliament makes informed, substantive input into the finance bill and makes substantive improvements in other legislation	✓		IR 9.1 (1)	Executive branch sponsored bills amended or rejected by Parliament.	IR 9.1 (1)	. Number of bills substantively reviewed by parliamentary committees before enactment	All sectors

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	Number of bills initiated by Members of Parliament (<i>Added during CSP period</i>)	✓				IR 9.1 (2)	. Number of Private Members Bills introduced by MPs	All sectors
						IR 9.1 (3)	Number of target Local Governments whose Plans integrated lower level government investment priorities	All sectors
5.2.1-1	Budget Steering Committee of Parliament receives and acts on presentations from business sector civil society organizations drafting annual estimates							

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	Parliament addresses and acts on alleged abuses of government authority taking place in executive, legislative and judicial branches of government (<i>marked as SO level indicator</i>) (<i>Added during CSP period</i>)	✓						
5-3	Judicial review of legislation, initiated by citizen's groups ⁴²							
5.3-1	Judicial decisions refer consistently to the new codification of Uganda's legal code							
				IR 9.1 (2)	Target local governments in compliance with the planning, budget and accounting requirements under the Local Government Act			
	Local revenue generation in target districts		✓					

⁴² Refers to the newly codified statutes and establishes a constitutional interpretation.

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				IR 9.1.1 (1)	Specific commitments in District Development Plan met in target districts	IR 9.1.1 (1)	Number of specific commitments in target Local Government District Development Plans met during the financial year (wording modified; coverage limited to target districts)	All sectors
				IR 9.1.1 (2)	Development projects jointly designed by local governments and CSOs in target areas			
				IR 9.1.2 (1)	Target CSOs with a legislative agenda	IR 9.1.2 (1)	Number of target CSOs having a legislative agenda with (a) Parliament and/or (b) Local Government (wording modified)	All sectors
5-2 re results	Citizens groups and professional organizations provide documented input resulting in changes to proposed legislation at national and local levels			IR 9.1.2 (2)	Target CSO legislative action items accomplished (wording modified)	IR 9.1.2 (2)	Number of target CSO legislative agenda items reflected in (a) Parliament or (b) Local Government action (wording modified)	All sectors

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				IR 9.1.3 (1)	Parliamentary committees that request data and information on budget matters from the Parliamentary Budget Office and the Parliamentary Research Service	IR 9.3 (1)	Number of Parliamentary Committees that request information from the Parliamentary Budget Office or the Parliamentary Research Service (<i>wording modified</i>)	All sectors
						IR 9.1.3 (2)	Number of bills for which budgetary impact analysis is drafted by Parliamentary Budget Office	All sectors
	All existing laws compiled and available	✓						
				IR 9.1.3 (2)	Parliamentary committee meetings to which CSOs are invited in advance			
5.2.1-2	Active civil society lobbying encouraged through central, public forum in parliament that exercises oversight and actively affects legislation							

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Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description S07 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
5.2.2-1	Council meeting minutes in five districts indicate statements by local action groups and recommended action in response to their presentations							
5.1.1-1	Domestic monitoring groups establish a set of indicators for free and fair referendum campaign for the multi-party referendum prior to the campaign							
						IR 9.2. (1)	Number of IDPs living in camps in target area	Yes, concerns conflict, D&G
	<i>Exists for selected products under SO 1</i>				<i>Exists for selected products under SO 7</i>	IR 9.2 (2)	Volume of agricultural production in target areas	conflict, D&G, Production
				IR 9.2 (1)	Participatory dialogue agenda			

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description S07 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
	Number of USAID funded transitional and sustainable development programs being implemented in the North and those which show year to year progress	✓		IR 9.2 (2)	USAID funded development activities being implemented successfully in target area (<i>wording modified; scope modified</i>)			
	Percent of target population [in conflict and natural disaster areas] whose water and sanitation needs have been met	✓						
				IR 9.2.1 (1)	Number of dialogue engagements held	IR 9.2.1 (1)	Number of peace dialogue meetings held that identify at least one new action for reducing conflict (<i>wording modified; scope enlarged</i>)	conflict, D&G,
				IR 9.2.1 (2)	Number of action items from dialogue agenda resolved or implemented	IR 9.2.1 (2)	Number of peace dialogue action items resulting that are implemented (<i>wording modified</i>)	conflict, D&G
						IR 9.2.1 (3)	Number of CSOs that have increased capacities to organize peace dialogues	conflict, D&G

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description S07 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
				IR 9.2.1 (3)	Number of representative peace building groups formalized			
				IR 9.2.2 (1)	Communities in target areas with reconciliation programs			
	Number of community structured activities implemented successfully which address children's needs [in conflict areas]	✓						
	Formerly abducted girls and boys in school or vocational training (Added during CSP period)		✓	IR 9.2.2 (2)	Formerly abducted girls and boys in school or vocational training	IR 9.2.2 (1)	Number of formerly abducted children enrolled in school or vocational training	conflict, D&G, education

CSP Period				ISP Period				
Original CSP SO & IR Indicator Number	Original CSP Indicators Name/Description	R4 Data Tables 2001	Annual Report 2003 ¹	Original ISP SO & IR Indicator Number	Original ISP Indicators Name/Description	Current ISP SO & IR Indicator Number	Current PMP Name/Description S07 – March 2003 SO 8 – August 2003 ² SO 9 – July 2003	Reflects ISP Integration of Sectors
	Number of boys and girls enrolled in ABEK (alternative basis education) schools [in conflict areas] (<i>Added during CSP period</i>)	✓						
	Amount of employment and income generated through USAID funded activities in post conflict areas (<i>Added during CSP period</i>)		✓ ⁴³	IR 9.2.2 (3)	Amount of employment and income generated through USAID funded activities in post conflict areas			
						IR 9.2 (2)	Number of victims of torture successfully treated or rehabilitated and integrated into communities	conflict, D&G, education, health

⁴³ Annual report did not make it explicit that this employment was generated in post-conflict areas.

Appendix C

Glossary of Key ADS Terms

203.3.4.2 Characteristics of Good Performance Indicators

Effective Date: 01/31/2003

Direct. Performance indicators should closely track the results they are intended to measure. If a direct indicator cannot be used because of cost or other factors, a **proxy indicator** (an indirect measure of the result that is related by one or more assumptions) may be used to measure the result. (For example, a proxy measure of household income might be the number of TV antennas or tin roofs in a given geographical area; the assumption is that an increase in household income will be associated with increased expenditure on televisions or tin roofing.) If Operating Units use proxy indicators, the assumptions supporting the selection of the proxy should be documented in the PMP and confirmed on a regular basis.

Objective. Performance indicators should be unambiguous about what is being measured. Performance indicators should be uni-dimensional (should measure only one aspect at a time). Performance indicators should also be precisely defined in the PMP. To ensure that indicators (especially qualitative indicators) are comparable over time, Operating Units should clearly define and document the indicators to permit regular, systematic, and relatively objective judgment regarding their change in value or status.

Useful for Management. Performance indicators selected for inclusion in the PMP should be useful for the relevant level of decision-making. As noted in [203.3.4.1](#) and [203.3.8.6](#), Operating Units may also choose to include Agency-level indicators in the PMP for each SO.

Practical. Operating Units should select performance indicators for which data can be obtained at reasonable cost and in a timely fashion.

Attributable to USAID Efforts. Performance indicators selected for inclusion in the PMP should measure changes that are clearly and reasonably attributable, at least in part, to USAID efforts. In the context of performance indicators and reporting, attribution exists when the outputs of USAID-financed activities have a logical and causal effect on the result(s) being measured by a given performance indicator. One way to assess attribution is to ask, “If there had been no USAID activity, would the measured change have been different?” If the answer is “no,” then there likely is an attribution issue, and the Operating Unit should look for a more suitable performance indicator. If more than one agency or government is involved in achieving a result, Operating Units should describe exactly what role each played in achieving the result.

Timely. Performance indicators should be available when they are needed to make decisions. Experience suggests that the information needed for managing activities should be available on a quarterly basis. Data that are available after a delay of a year or more may be difficult to use. For information on reporting performance on the USG fiscal year versus calendar year, see [203.3.8.2](#). If a performance indicator is not available every year (such as data from the Demographic and Health Survey), the schedule should be noted as a data limitation. The Operating Unit should also select other performance indicators, direct or proxy, which reflect program performance and are available more regularly. For more information about proxy indicators, see section (a) above.

Adequate. Operating Units should have as many indicators in their Performance Management Plan as are necessary and cost effective for management and reporting purposes. In most cases, two or three indicators per result (per Strategic Objective or Intermediate Result) should be sufficient to assess performance. In rare instances, if a result is narrowly defined, a single indicator may be adequate. Too many indicators may be worse than too few since all performance indicators require resources and effort to collect, analyze, report, and use.

203.3.5.1 Data Quality Standards Effective Date: 01/31/2003

Validity. Data should clearly and adequately represent the intended result. While proxy data may be used, the Operating Unit must consider how well the data measure the intended result. Another key issue is whether data reflect a bias such as interviewer bias, unrepresentative sampling, or transcription bias.

Integrity. Data that are collected, analyzed, and reported should have established mechanisms in place to reduce the possibility that they are intentionally manipulated for political or personal reasons. Data integrity is at greatest risk of being compromised during collection and analysis.

Precision. Data should be sufficiently precise to present a fair picture of performance and enable management decision-making at the appropriate levels. One key issue is whether data are at an appropriate level of detail to influence related management decisions. A second key issue is what margin of error (the amount of variation normally expected from a given data collection process) is acceptable given the management decisions likely to be affected. In all cases, the margin of error should be less than the intended change; if the margin of error is 10 percent and the data show a change of 5 percent, the Operating Unit will have difficulty determining whether the change was due to the USAID activity or due to variation in the data collection process. Operating Units should be aware that improving the precision of data usually increases the cost of collection and analysis.

Reliability. Data should reflect stable and consistent data collection processes and analysis methods from over time. The key issue is whether analysts and managers would come to the same conclusions if the data collection and analysis process were repeated. Operating Units should be confident that progress toward performance targets reflects real changes rather than variations in data collection methods. When data collection and analysis methods change, the PMP should be updated.

Timeliness. Data should be timely enough to influence management decision-making at the appropriate levels. One key issue is whether the data are available frequently enough to influence the appropriate level of management decisions. A second key issue is whether data are current enough when they are available.

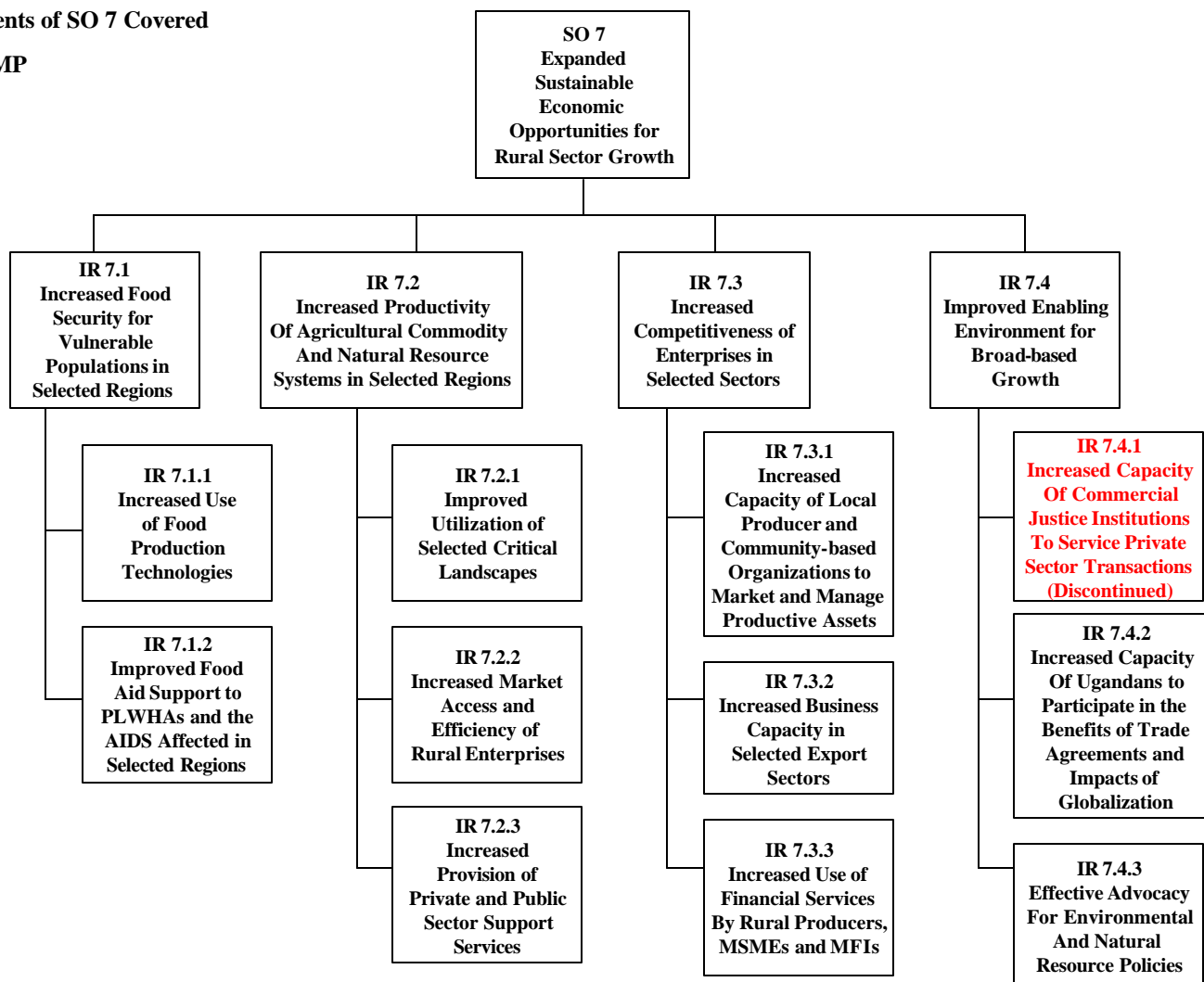
Appendix D

Improving the Alignment of SO 7 Indicators with SO 7 Results

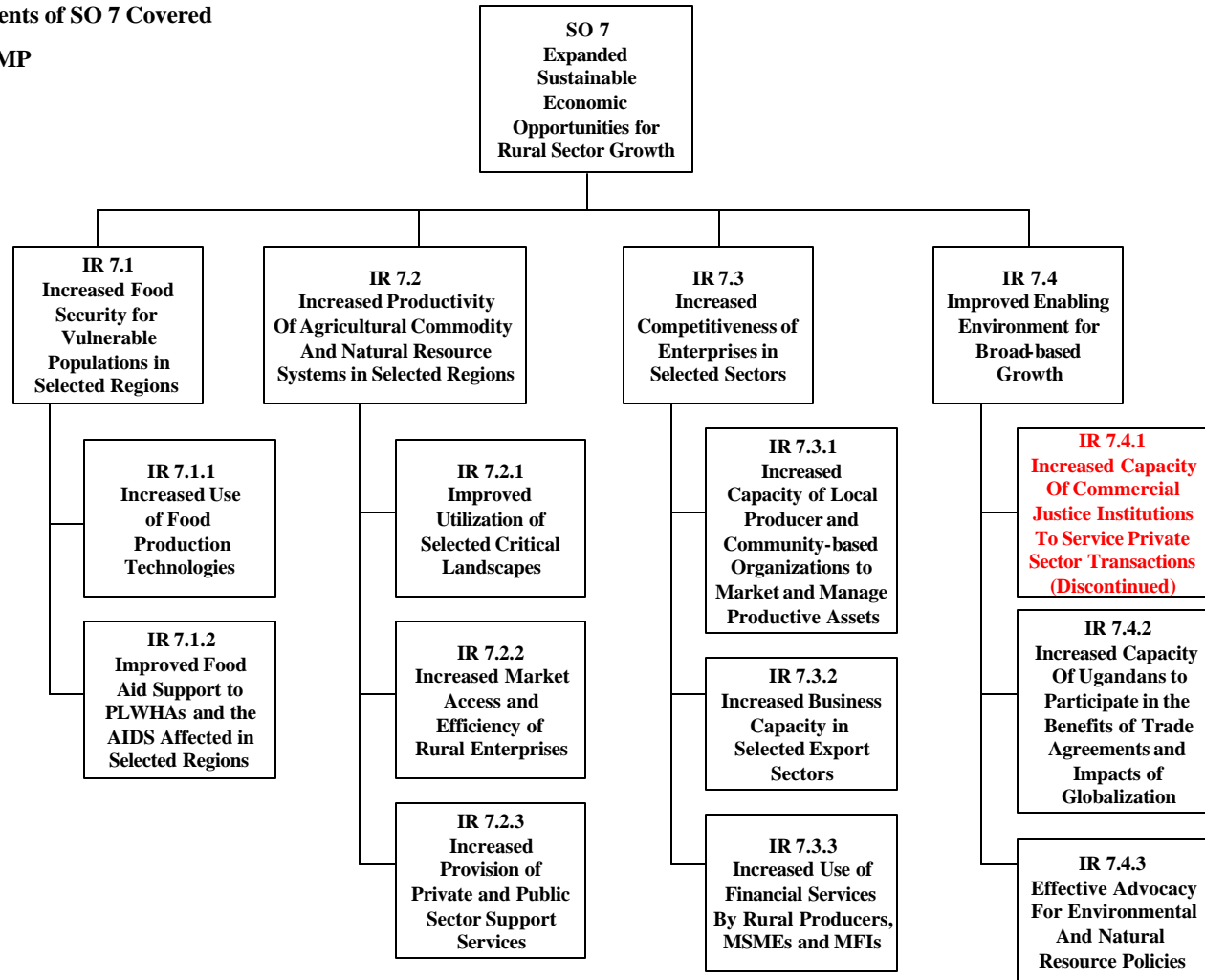
Initial Suggestions

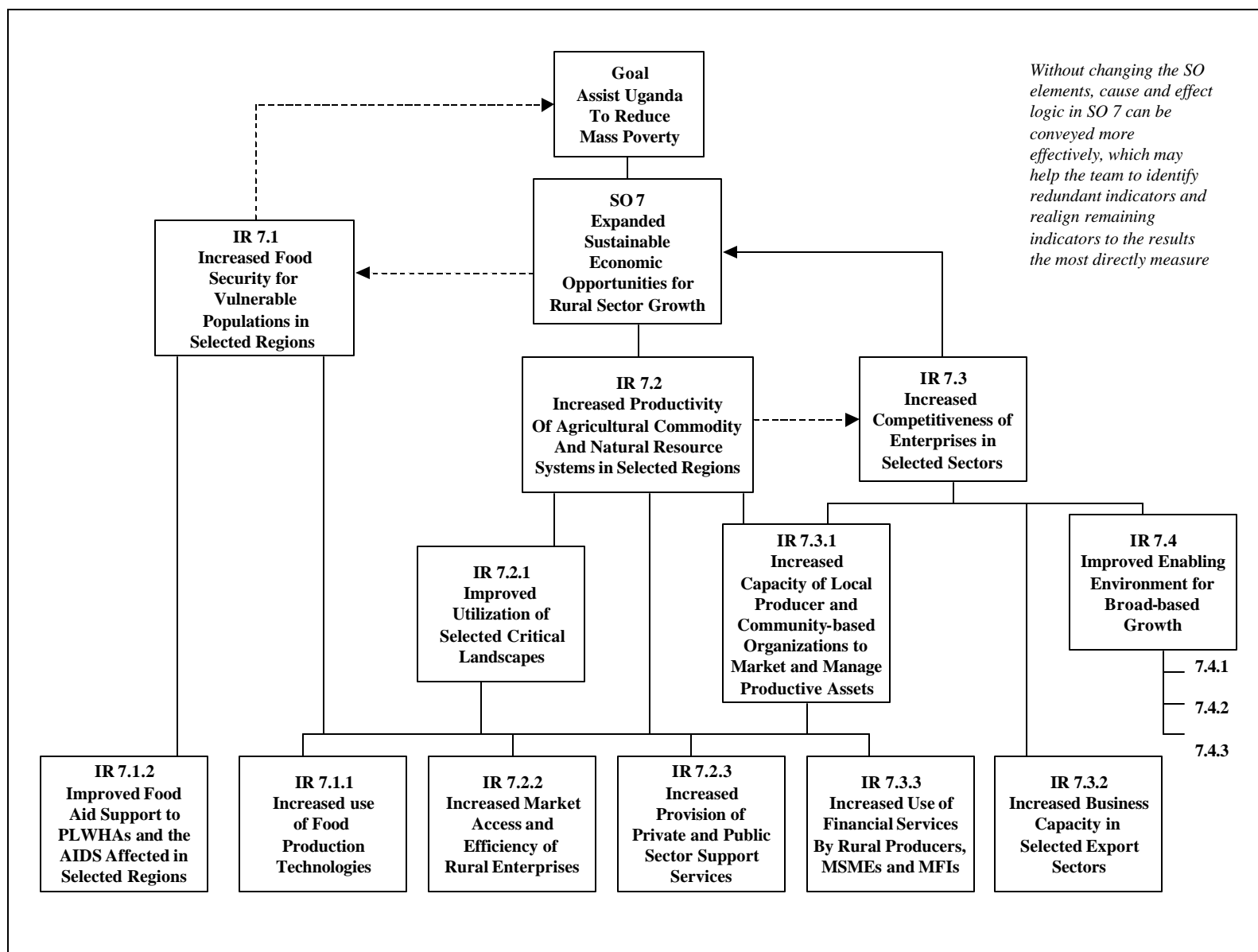
Elements of SO 7 Covered

By PMP



**Elements of SO 7 Covered
By PMP**





**Goal
Assist Uganda
To Reduce
Mass Poverty**

- Household income in selected regions – from SO 7 – income is a more direct measure of poverty
- Other direct measures of changes in poverty situation -- (See Goal chart in Initial Assessment Report)

**SO 7
Expanded
Sustainable
Economic
Opportunities for
Rural Sector Growth**

- Number of off-farm enterprises ✓
- Employment generation in on-and off farm enterprises ✓

**IR 7..1
Increased Food
Security for
Vulnerable
Populations in
Selected Regions**

- Availability of selected food commodities ✓
- FAO dietary diversity score ✓
- Instead of Volume of Food Aid, which in and of itself may create dependency, Other direct measures – maybe:
 - Caloric intake
 - Average number of meals per day
 - Percent of food from food aid sources

**IR 7.1.1
Increased Use
of Food
Production
Technologies**

- Use of improved farming practices ✓
[Same as 7.1.1, is consolidation possible?]
- Knowledge of improved farming practices ✓
- Other direct measures?
 - Availability of technologies/inputs?
 - Affordability of inputs?

Stages in the same process

**IR 7..1..2
Improved Food
Aid Support to
PLWHAs and the
AIDS Affected in
Selected Regions**

- Targeted people receiving food aid ✓
- HIV/AIDS affected children receiving food aid – subset of the indicator above
- Volume of food aid distributed – from IR 7.1
- Complementary assistance from community-based organizations ✓ - Define assistance
- Food security monitoring systems in place – from IR 7.1 – either here, or even lower, as an “Input”

**IR 7.2
Increased Productivity
Of Agricultural
Commodity
And Natural Resource
Systems in
Selected Regions**

- Productivity of selected agricultural commodities and products, ✓ *[Isn't this sufficient?]*
but indicator is not uni-dimensional, it measures several different things
- Volume of production - does not measure productivity directly, may instead be a result of it.
Can vary for other reasons, if production goes down it doesn't mean productivity did, production is affected by rainfall, prices, etc. – indicator could give a “false negative” reading on IR 7.2
- Market value of selected agricultural and natural resource commodities
-- not a measure of productivity – Result could also be influenced by changes in price both domestic & International markets despite increase in productivity.

**IR 7.2.1
Improved
Utilization of
Selected Critical
Landscapes**

- Adoption of improved farming practices ✓ – same as 7.1.1, is consolidation possible?
- Use of yield enhancing inputs – not different from above, an aspect of the previous indicator – are both needed?
- Land area under sustainable management ✓ – Measure requires further definition as to whether it refers to only land and/or forest cover.

a.

IR 7.2.2 (a)
Increased Market
Access and
Efficiency

- Commodity-based and nature-based producer and export firms meeting international quality standards – more direct for IR 7.3, competitiveness
- Commodity-based and nature-based producer and export firms involved in value-added processing and manufacturing – not a direct measure of either access or efficiency – is this a better measure for IR 7.3 or IR 7.3.1
- Clients assessing/utilizing market information ✓
- Other more direct measure?

-- New international markets entered, by product or commodity?

b.

IR 7.2.2 (b)
Increased Market
Access and
Efficiency

- Cost per unit output? Links to the IEHA PMP IR 2.5: Increased Productivity of on- and Off-farm elements of Targeted production Chains

IR 7.2.3
Increased
Provision of
Private and Public
Sector Support
Services

- Enterprise-focused organizations providing input services ✓
- Local government resources allocated to private sector and NGOs for natural resource and agricultural service delivery ✓ -Note overlap with SO8&9

**IR 7.3
Increased
Competitiveness of
Enterprises in
Selected Sectors**

- Foreign and domestic investments in selected industries ✓
- Commodity-based and nature-based producer and export firms meeting international quality standards – from IR 7.2.2
- Commodity-based and nature-based producer and export firms involved in value-added processing and manufacturing -- from IR 7.2.2
- Other direct indicators, e.g.
 - Market share?

**IR 7.3.1
Increased
Capacity of Local
Producer and
Community-based
Organizations to
Market and Manage
Productive Assets**

- Increased volume of sales of good and services ✓
- Does the "efficiency" concept (and associated indicators like unit cost) from 7.2.2 fit better here?*
- People with enhanced management skills – this is really just a lower level program input/activity output measure (people trained). Training is a cause of this result, not an independent proof that capacity is better. [Capacity is a hard result to measure anyway, behavior is easier, e.g., "improved marketing and management of productive assets"]

**IR 7.3.2
Increased Business
Capacity in
Selected Export
Sectors**

How would you know capacity had improved. Training is an input, not a proof....

- Targeted SMEs and MFIs purchasing business development services – *is this really a proof of increased capacity within these sectors? Or is this an activity level output that has floated upwards. Is the use of these services a cause of improved capacity, like training, rather than a proof of the result?*

Other direct measure?

-Purchase of product quality enhancement services?

**IR 7.3.3
Increased Use of
Financial Services
By Rural Producers,
MSMEs and MFIs**

- Lending by selected banks to MFIs, MSMEs and rural producers ✓

- Clients of selected MFIs and banks outside Entebbe, Kampala and Jinja ✓

- Number of SME loans made ✓

- Loans to businesses and commercial farmers in selected sectors – from 7.3 – this is the level at which the indicator is a direct measure. It floated up, possibly because of way the result statement for IR 7.3.3. narrowed the target population, excluding some larger businesses served by the SO that also need loans

**IR 7.4
Improved Enabling
Environment for
Broad-based
Growth**

- Ugandan laws and policies modified through private sector and GOU consultative process ✓
- Policies implemented?

**IR 7.4.1
Increased Capacity
Of Commercial
Justice Institutions
To Service Private
Sector Transactions**

- Length of time for registration in companies registry – may vary for other reasons, is there a more direct measure of this result? Is this a direct effect of USAID assistance?
- Length of time for registration in land registry – may vary for other reasons, is there a more direct measure of this result? Is this a direct effect of USAID assistance?
- Commercial cases resolved through ADR ✓
- Other direct measures?
 - Number of months between start and completion of cases in commercial courts?

**IR 7.4.2
Increased Capacity
Of Ugandans to
Participate in the
Benefits of Trade
Agreements and
Impacts of
Globalization**

- Private sector clients participating in review and modification of policies and regulations ✓
- Clients knowledgeable about the impacts of globalization and regional trade arrangements ✓
- Other direct measures?
 - Change in the number or percent of ISO compliant enterprises?

**IR 7.4.3
Effective Advocacy
For Environmental
And Natural
Resource Policies**

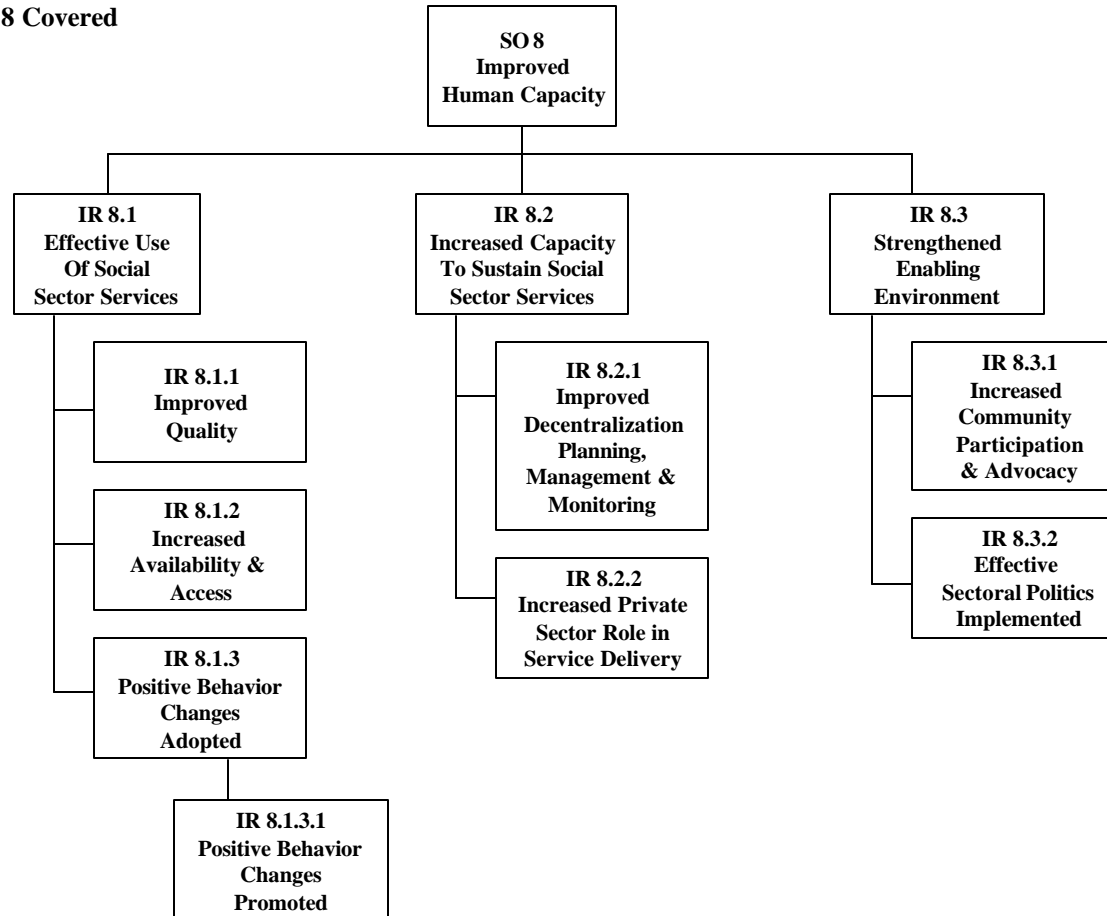
- Environmental advocacy agendas developed ✓
- Environmental advocacy campaigns conducted ✓
- Actions responsive to advocacy campaigns ✓

Stages in the same process. Do you need all three as indicators?

Appendix E

Improving the Alignment of SO 8 Indicators with SO 8 Results

**Elements of SO 8 Covered
By PMP**



MEMS 8/15/03

**SO 8
Improved
Human
Capacity**

- Fertility rate ✓
- Under 5 Mortality ✓
- HIV/AIDS prevalence ✓ (Currently only for subsets, what about the national prevalence rate?)
- Women testing positive for HIV -- from IR 8.1.2
- Contraceptive related indicators – more direct at IR 8.1.3 (*behavior change*) – not direct at SO level
- Immunization & DPT3– more direct at IR 8.1 (*use of social services*) – not direct at SO level
- Primary school completion ✓
- School test scores – here, but perhaps more direct at 8.1.1 (quality of social services)

The importance of a measure and location on RF are not synonymous. Directness should govern placement.

**IR 8.1
Effective Use
Of Social
Sector Services**

Generally, indicators would show: People Actually Receive/Use Some Type of Social Service

- **Immunisation:** (a) Rate (DHS 5 years); (b) DPT3 Coverage (Annual) -- from SO level
- **Assisted Deliveries:** (a) All (5 years); (b) Deliveries at Health Facilities (Annual) ✓
- **Number of ANC visits** ✓
- **Frequency of ANC visits** ✓
- **Pregnant women attending PMTCT sites (Mandatory)** – from 8.1.2
- **Use of VTC – people being tested** ✓ **(Mandatory)**
- **Women tested for HIV at PMTCT sites (Mandatory)** – from 8.1.2
- **ARV -- advanced patients receiving it** ✓ **(Mandatory)**
- **PMTCT – pregnant women receiving ARV to prevent MCTC** ✓ **(Mandatory)**
- **Women receiving PMTCT Services (Mandatory)** – from 8.1.2
- **Family members receiving PMTCT** – from IR 8.1.2
- **Community and home based care for PLHA** ✓ **(Mandatory)** – from IR 8.1.2
- **Facility based care for PLHA** ✓
- **Facility based STI treatment (restated)** – from IR 8.1.2
- **Households with OVCs that have received external care and support (Mandatory)** – from IR 8.1.2
- **School attendance** ✓
- **Net Enrollment** ✓
- **Enrollment in Conflict Areas** ✓
- **Enrollment in NFE programs** – from 8.1.2

Note: There are a number of PMTCT mandatory indicators that are not included in the SO 8 PMP and are not reflected in these diagrams

✓ means the indicator is at this level in the most recent PMP

**IR 8.1.1
Improved
Quality**

- HDS Supervision of Health Facilities ✓
- Private Midwives Visited (supervisory) ✓
- Health Facilities Receiving a Yellow Star ✓
- VTC sites following MOH protocol ✓
- Districts Implementing DOTS following MOH protocol – from 8.1.2
- Schools Receiving a Yellow Star ✓
- NAPE Assessment Scores P3 & P6 – from SO level
- Assessment Scores -- from SO level

**IR 8.1.2
Increased
Availability &
Access**

- Distance to nearest health facility ✓
- Cost of health services (or other financial access indicator) ✓
- New outlets for bednets ✓
- PMCT Sites (Mandatory) ✓
- Outlets for SM condoms ✓
- Distance to nearest school ✓

**IR 8.1.3
Positive Behavior
Changes
Adopted**

Generally, indicators would show: Individuals Adopt Behavior Consistent with Higher Level RF Objectives

- Contraceptive Prevalence: (a) Rate (CPR – 5 year); (b) Couple years of protection (CPY) – from SO level
- Initiation of modern family planning (new condom users) – from IR 8.1
- Sexually active respondents with non-regular partners using condoms (**Mandatory**) ✓
- Respondents using condoms at last sex with a regular partner (**Mandatory**) ✓
- Condom sales (purchases) – from 8.1.2
- Median age at first sex (**Mandatory**) – from IR 8.1
- Number of sexual partners ✓
- Bednets sold (purchased) – from 8.1.2, or leave it there
- Bednets used ✓
- STI treatment kits sold (purchased) – from 8.1.2, or leave it there

**IR 8.1.3.1
Positive Behavior
Changes
Promoted**

- People reached by IEC/BBC Campaigns ✓
- HIV/AIDS Health Messages Reaching Students in Classrooms (restated) ✓
- Communities benefiting from (receiving) UPE sensitization ✓

**IR 8.2
Increased Capacity
To Sustain Social
Sector Services**

- Expenditures on drugs and medical supplies ✓
- Staffing in health facilities ✓
- Stock levels of 6 selected commodities ✓
- Funds allocated to social sector programs – health and education
- Health workers trained in PMTCT (**Mandatory**) – from 8.1.1
- Government support for TDMS ✓
- Staffing in education facilities ✓

**IR 8.2.1
Improved
Decentralization
Planning,
Management &
Monitoring**

- HMIS forms completed ✓
- Regular supervision by District health personnel ✓
- Integrated HIV/AIDS plan at district level ✓
- Improved district health plans – from SDU ✓
- Regular supervision by District education personnel ✓
- Improved district education plans – from SDU ✓

[See final page for “Input” measures moved from IR 8.2.1]

**IR 8.2.2
Increased Private
Sector Role in
Service Delivery**

- Funds dispersed to private health facilities ✓
- Private health facilities in district work plans ✓
- Loans to private health providers ✓
- Health providers borrowing from micro-finance institutions ✓
- Private sector initiatives supported on any aspect of HIV/AIDS ✓
- Public-private partnerships in Community-based health and education activities – from 8.3.1

**IR 8.3
Strengthened
Enabling
Environment**

- Target policies adopted by appropriate bodies and implemented (health and education) ✓
- AIDS program effort index (API) ✓
- Collaboration with Parliament ✓

**IR 8.3.1
Increased
Community
Participation
& Advocacy**

- HIV/AIDS Community Initiatives or Organizations Receiving Support to Implement Prevention, Care and Support Programs ✓

**IR 8.3.2
Effective
Sectoral Politics
Implemented**

- Target Policies Developed ✓

Inputs

*Not Normally
Listed or monitored in
A Results Framework*



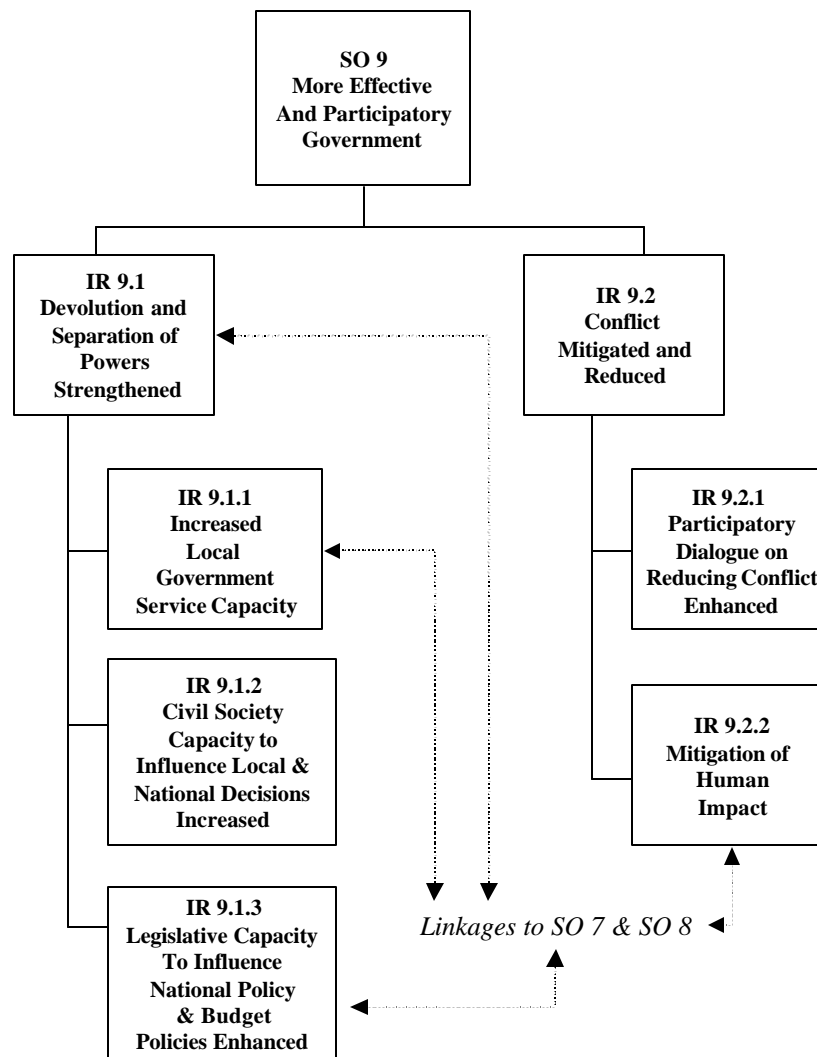
- OVC Programs Supported by USAID – from IR 8.1.2
- USAID ARV Treatment Supported Programs – from IR 8.1.2
- USAID VTC Treatment Supported Programs – from IR 8.1.2
- Number of USAID assisted community and home-based VTC programs – from IR 8.1.2

Appendix F

Improving the Alignment of SO 9 Indicators with SO 9 Results

Initial Suggestions

**Elements of SO 9 Covered
By PMP**



MEMS 8/15/03

**SO 9
More Effective
And Participatory
Government**

- Number of target CSOs legislative agenda items reflected in (a) Parliament bills or (b) Local Government actions – from IR 9.1.2 (consider flipping with current indicator for better logic and more directness of measures) – captures participatory
- Other more direct measures – for more effective -- may warrant consideration:
 - Corruption level , if the Team is moving toward action in that area
 - Public confidence in government – from the Afrobarometer study or other existing sources.
 - Status of key local issues, e.g., ability of political parties to operate freely

District score on LGDP index --- or is this more direct for IR 9.1.1

The importance of a measure and location on RF are not synonymous. Directness should govern placement.

**IR 9.1
Devolution and
Separation of
Powers
Strengthened**

- Number of Private Member Bills Introduced by MPs -- **Separation of Powers** ✓
- Number of bills Substantively Reviewed by Parliamentary Committees before enactment --- **might be more direct at IR 9.1.3**
- Independence of Courts is separation of powers ? – through USAID commercial law work?
- Devolution? [Other Missions measure use - the share of national revenue spent by local levels as a devolution indicator]
- Number of Target Local Governments whose Plans integrate lower level ???????????????? government investment priorities.....**might be more direct at IR 9.1.1**

**IR 9.1.1
Increased
Local
Government
Service Capacity**

- Number of specific commitment in target LG District Development Plans met during the financial year -- **Service Capacity** ✓
- Percentage of funds released to target Local Government that are expended within the financial year -- **Management Capacity Enables Service** ✓
- Number of target Local Governments whose Plans integrate lower government investment profiles – from IR 9.1.
- District score on LGDP index --- from SO level to where it was “moved up”
- [Some Mission measure percentage of local government budget from own revenue]

✓ means the indicator is at this level in the most recent PMP

**IR 9.1.2
Civil Society
Capacity to
Influence Local &
National Decisions
Increased**

- Number of target CSOs having a target agenda with (a) Parliament and (b) Local Government – Capacity ✓
- Number of CSOs submitting written comments to parliamentary committee hearings – from SO level – more direct as a capacity measure*
- [Balance issue – does “influence” depend on openness in Parliament and Local Governments as well as on “supply” from CSOs]
- Number of target CSOs legislative agenda items reflected in (a) Parliament bills or (b) Local Government actions – beyond capacity, this measures impact -- might be more direct as an SO measure for participatory aspect

**IR 9.1.3
Legislative Capacity
To Influence
National Policy
& Budget
Policies Enhanced**

- Number of bills for which budgetary impact analysis is drafted by Parliamentary Budget Office ✓
- Number of parliamentary committees that request information from Parliamentary Budget Office or the Parliamentary Research Service – does this directly measure “capacity to influence” or quality of service of these entities? ✓
- Number of bills substantively Reviewed by Parliamentary Committees before enactment --- from IR 9.1 – may be a fairly direct way to measure the substantive, as opposed to the budget side, of “capacity to influence”

•Flipping SO Indicator 3 and IR 9.1.2 Indicator 2 could also solve an inverted logic problem as well. Comments submitted are a “cause” related to the passage of laws that reflect CSO agendas, an “effect”.

**IR 9.2
Conflict
Mitigated and
Reduced**

- Current indicators are somewhat indirect.
 - Number of IDPs living in camps in target areas – **is more direct for IR 9.2.2**
 - Volume of agricultural production in target areas – **also probably more of a measure of IR 9.2.2, but still somewhat indirect.**
- Number of peace dialogue action items resulting that are implemented. – **move up from IR 9.2.1? It is a result of IR 9.2**
- Other more direct measures may be difficult to consider, e.g.,
 - Number of districts involved in conflict – for conflict reduced.
 - Measures that show that sickness and starvation are not winning in conflict districts – for mitigation

**IR 9.2.1
Participatory
Dialogue on
Reducing Conflict
Enhanced**

- Number of peace dialogue meetings held that identify at least one new action for reducing conflict ✓
- Number of CSOs that have increased capacities to organize peace dialogues ✓
- Number of peace dialogue action items resulting that are implemented. – **is this a result of enhanced dialogue that belongs at a higher level, i.e 9.2?**

**IR 9.2.2
Human
Impact of conflict
Mitigated**

- Number of formerly abducted children enrolled in school or vocational training. ✓
- Number of victims of torture successfully treated and integrated into communities ✓
- Number of ex-combatants, formerly abducted children, child soldiers reintegrated into communities – from SO level
- Number of IDPs living in camps in target areas – from IR 9.2
- Volume of agricultural production in target areas – from IR 9.2

Annex G

Measuring Impact at the Level of the Mission Goal

USAID/Uganda did not propose any performance measures at the Goal level in its ISP (2002-2007) for tracking the Mission program's impact on whether its Goal, *Assist Uganda to Reduce Mass Poverty*, is being achieved. The ISP differs from the CSP that preceded it in this regard. The CSP and the ISP also differ at the Goal level in terms of the results-orientation of the Goal statement.

The CSP Goal statement for 1997-2001, *Sustainable and Equitable Improvement in the Standard of Living*, made it clear that performance should be measured in terms of whether Uganda's standard of living, as the Mission operationally defined that term, changed over the strategic planning period. The ISP Goal statement is less definitive about what is to be measured, i.e., the provision of assistance or a reduction in mass poverty.

In terms of performance indicators, USAID/Uganda focused on five Goal level measures of progress during the CSP period. The specific indicators identified in the CSP included the:

- Growth rate of GDP per capita
- Percentage of children under 5 with chronic under nutrition (stunting)
- Under 5 mortality rate
- Fertility rate
- Extent of armed conflict.

In the ISP's discussion of performance monitoring, the Mission stated:

We do not intend to monitor progress toward the achievement of our poverty reduction goal. Rather, we will continue our active collaboration with the Poverty Monitoring and Analysis Unit (PMAU) in the Ministry of Finance, Planning and Economic Development (MFPED), other donors, and civil society in the implementation of a shared poverty monitoring framework.

The Poverty Monitoring Framework to which this statement refers is summarized in Table G-1. As the table suggests, the PMAU intends to collect data on a range of performance indicators.¹ This, however, begs the question of which indicators USAID/Uganda will actually use to report on impact at the Goal level, since the PMAU is tracking a total of 31 different indicators. At minimum, it would be timely for the Mission to identify which 2-4 of these which it wants to follow on a year-to-year, or bi-annual basis, in its Annual Reports.

¹ Current USAID SO level PMPs have indicators with wording that closely matches several of the PMAU indicators, but for none of these SO level PMPs is the PMAU listed as the data source the Mission will use during the ISP period.

Table G-1 Ministry of Finance, Planning and Economic Development Poverty Monitoring Priority Indicators	
<i>I. Economic Growth and Transformation</i>	<ul style="list-style-type: none"> ▪ GDP growth rate (annual) ▪ Proportion of national budget used for poverty focused programs (annual) ▪ Inflation rate (annual) ▪ Domestic revenue/GDP (annual) ▪ Foreign ex change reserves (annual)
<i>II. Good Governance and Security</i>	<ul style="list-style-type: none"> ▪ Incidence of misappropriation of public funds at national, district level (annual) ▪ Number of people internally displaced by sex, age and location (annual) ▪ Beneficiary assessment of quality of service (police and judiciary) (bi-annual) ▪ Level of awareness about rights/entitlements (annual)
<i>III. Increasing Incomes of the Poor</i>	<ul style="list-style-type: none"> ▪ Economic dependency (bi-annual) ▪ Poverty indicators -incidence/depth (bi-annual) ▪ Share of rural non-farm employment by sex and location (bi-annual) ▪ Yield rates and major crops (bi-annual) ▪ Proportion of land area covered by forest (annual) ▪ GNP per unit of energy use (annual)
<i>IV. Improving Quality of Life</i>	<ul style="list-style-type: none"> ▪ Life expectancy in years by sex (5 years) ▪ Infant mortality (5 years) ▪ Maternal mortality (5 years) ▪ Nutrition (stunted) (5 years)
<i>(a) Health</i>	<ul style="list-style-type: none"> ▪ Immunization coverage (DPT3) (annual) ▪ Percentage of approved posts filled with qualified health workers in public and PNFP (private, not-for-profit facilities) (annual) ▪ Deliveries in public and PNFP facilities (annual) ▪ HIV prevalence (annual)
<i>(b) Education</i>	<ul style="list-style-type: none"> ▪ Literacy rate by sex, location (bi-annual) ▪ Net school enrollment by sex, location (annual) ▪ Pupil/trained teacher ratio (annual) ▪ Pupil/textbook ratio (annual) ▪ Pupil/classroom ratio by location (annual)
<i>(c) Water and Sanitation</i>	<ul style="list-style-type: none"> ▪ Number and proportion of rural population within 1.5km to safe water (annual) ▪ Number and proportion of population with good sanitation facilities (annual)

Source: Republic of Uganda, Poverty Monitoring and Evaluation Strategy, 2002

Alternatively, now that the outlines of its work under the ISP are clearer, the Mission may want to reconsider whether its indicator options from the PMAU capture the kinds of impacts on which USAID's portfolio is focused. A number of the PMAU indicators seem to be better suited to the issues addressed by USAID SO's than as direct measures of poverty reduction. In most of the areas covered by the PMAU's indicator list, USAID is one of several donors.

Figure G-1 looks conceptually at categories of poverty indicators, including specific PMUA indicators and a few alternatives, that the Mission might wish to review as it selects a few indicators to track at the Goal level in its Annual Reports, and for which to set Mission targets, or explicitly adopt existing national targets.

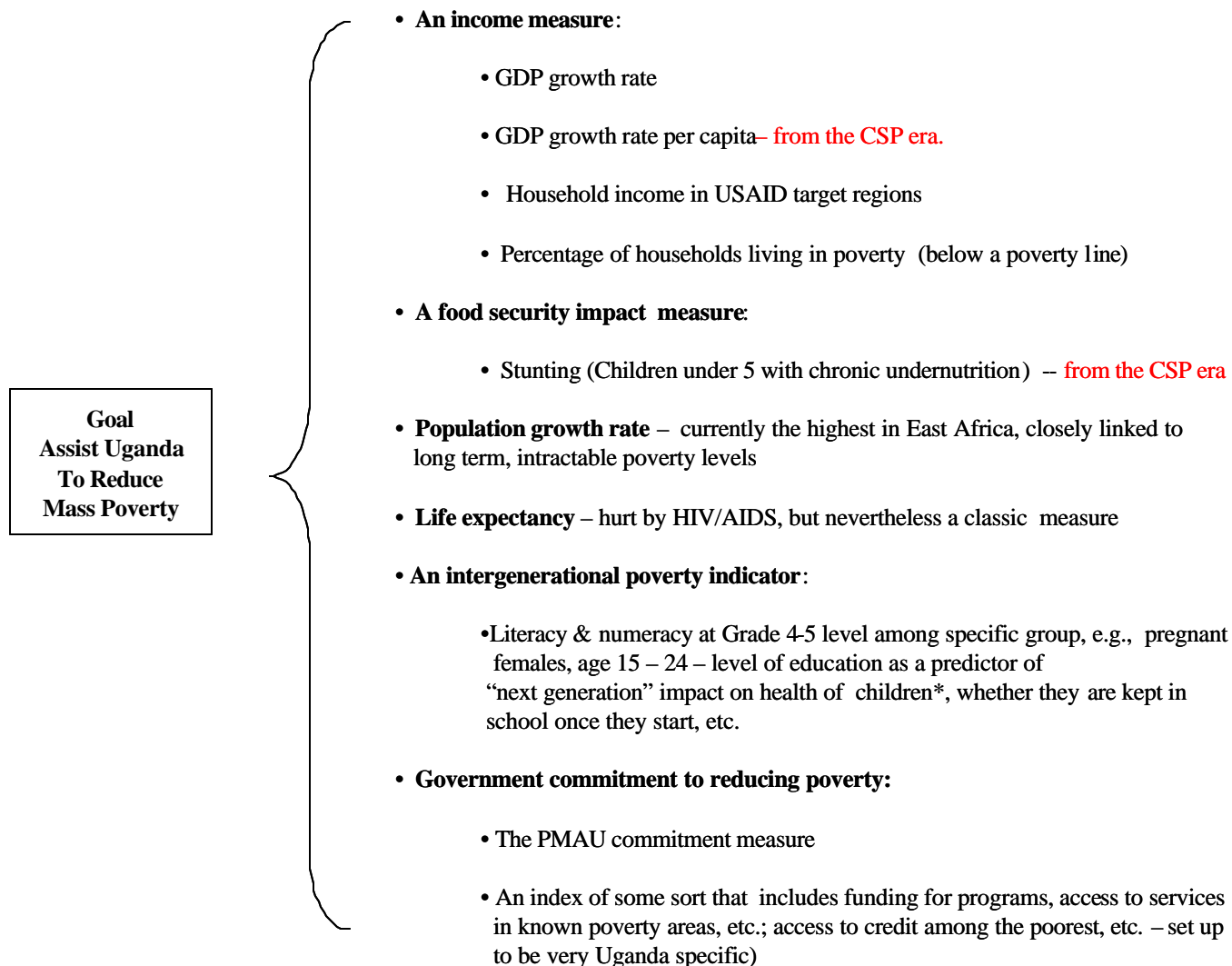


Figure G-1. Categories of Goal Level “Poverty Reduction” Indicators

Appendix H

USAID/Uganda Performance Indicator Characteristics, Quality Issues and Data Sources

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indictor Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
ISP SO 7: Expanded Sustainable Economic Opportunities for Rural Sector Growth						
SO 7 (1)	Household income in <u>selected</u> regions [Aggregate income from on, off-farm, and nature based enterprises].	Moderate	Not Valid Costly to collect Unclear definition	i. UBOS ii. IFPRI iii. EPRC iv. IDEA v. AFRICARE vi. ECOTRUST vii. AWF	i. HH Expenditure ii. HH Income from different sources, Assets, Off-farm) iii. HH Expenditure + Assets iv. HH Income from On-farm v. Household Income from On, Off-farm & nature based enterprises vi. HH Income from Off farm & Nature based enterprises vii. HH Income from Conservation Ventures + Change in HH Assets	Reported before as an ISP Baseline (2001) as \$1,125 Next data due: Varies 2004 AR Issues: ➤ Definition ➤ Multiple sources ➤ Aggregation or different types of income

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
SO 7 (2)	Number of off-farm enterprises [# of new firms/enterprises created as a result of USAID interventions in selected sectors in selected regions. These include: -Agro-processing firms -Nature based firms -Non-Agric. Enterprises]	Strong	Direct Valid <u>SMART Compliant:</u> Specific Measurable Achievable Reliable (Not Time Bound)	i. SPEED ii. AWF iii. LOL iv. AFRICARE v. ECOTRUST	i. # of enterprises by Geog. location ii. # of Nature based enterprises. iii. # of Agro-processing firms iv. # of on & off farm enterprises v. #of on & off enterprises	Reported before as an ISP Baseline: Micro: 160,000 SMEs: N/A Next data due: 06/03 2004 AR Issues: ➤ Disaggregation of data by type of enterprise ➤ Multiple sources ➤ Aggregation
SO 7 (3)	Employment generation in on- and off-farm enterprises: [New jobs created from USAID interventions in selected regions: -Workers on commercial farms, - owner-operators of smallholder farms -off-farm enterprises -micro, small-medium-sized enterprises]	Strong	Direct Valid <u>SMART Compliant:</u> Specific Measurable Achievable Reliable (Not Time Bound)	i. IDEA ii. SPEED iii. ECOTRUST iv. LOL v. AWF	i. Commercial Farm workers ii. Jobs in Micro, small & medium enterprises. iii. Jobs in off-farm enterprises. iv. Jobs in AgroProcessing firms v. Jobs from Conservation Based Ventures (CBVs)	Reported before as ISP Baseline: Micro: 320,000 SMEs: N/A Next data due: 06/03 2004 AR Issues: ➤ Multiple sources ➤ Aggregation

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
IR 7.1 (1)	Availability of selected food commodities (FOR VULNERABLE POPULATIONS) Volume of foodstuffs produced, by farmers assisted by TII Coop Sponsors (Food & Milk) for consumption.	Strong	Direct Valid <u>SMART</u> <u>Compliant</u> : Specific Measurable Achievable Reliable (Not Time Bound)	i. ACDI/VOCA ii. LOL	i. Volume of crop production ii. Vol. of Milk Production in the North & on-farm milk consumption	Reported before: in 2003 AR from TII and LOL Next data due:09/03 2004 AR Issues: ➤ On-farm milk consumption data is from bi-annual surveys
IR 7.1#2	Volume of food aid distributed. Volume of food aid distributed through WFP & TII Coop Sponsors (# of beneficiaries & MT)	➤ Moderate	Not Direct	i. WFP ii. ACDI/VOCA	i. Callback ii. Callback	Reported before: Next data due: 2004 AR Issues: ➤ Which of the two data sources is used for reporting?
IR 7.1 (3)	FAO Dietary Diversity Score. Mean Score of FAO 12-point dietary diversity scale for selected groups	➤ Moderate	Direct Valid	i. ACDI/VOCA ii. AFRICARE	i. Dietary Diversity for Ag. HH & PLWHAs ii. Avg. Dietary Diversity score at HH level	Reported before: ACDI/VOCA Next data due:09/03 2004 AR Issues: ➤ AFRICARE collects similar data but is not in conflict areas.

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
IR 7.1 ¹ (4)	Food security monitoring systems in place. Systems to monitor & report on national & regional food availability (FEWSNET, FOODNET, WFP): # of districts covered by at least one food sec.system.	i. Weak	Not Direct	i. FEWSNET ii. FOODNET	i. Surplus/Deficit Areas (GIS Mapping) ii. Food Prices:	Reported before: Next data due: Call back 2004 AR Issues: ➤ Lower level indicator
IR 7.1.1 (1)	Knowledge of improved farming practices # Smallholder farmers in selected areas trained in use of new ag.prod. technologies such as: -Agroforestry -soil & water conservation -new crop varieties	i. Moderate	Not Direct	i. IDEA ii. ECOTRUST iii. LOL	ia. # of farmers trained ib. % female farmers trained ii. # of students trained in biodiversity conservation iii. # of farmers trained	Reported before: Next data due: 2004 AR Issues: ➤ Step towards 7.1.1#2 indicator
IR 7.1.1. (2)	Use of improved farming practices # Smallholder farmers in selected areas adopting improved farming practices such as: -Zero-grazing	i. Strong	Direct	i. IDEA ii. ECOTRUST iii. AFRICARE	i. Number of technology adopters ii. Farmers practicing improved technologies iii. # of HH adopting at least 3 improved	Reported before: AR 2003 Next data due: Varies by source 2004 AR Issues: ➤ Definition

¹ IR 7.1 indicators focus on Northern and Western Uganda's conflict-affected areas.

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	-Agroforestry -soil & water conservation -improved seed & fertilizer			iv. LOL v. ACDI/VOCA vi. CRS	agronomic practices iv. Adoption of Nat. Rs. Managt Practices v. # of HH with improved practices vi. % of trained farmers applying improved farming techniques each year	➤ Multiple sources ➤ Double counting ➤ Aggregation
IR 7.1.2 (1)	Targeted people receiving food aid Title II clients receiving directly distributed food aid commodities	Moderate	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	i. ACDI/VOCA	ia. # of TII food aid clients ib. # of HIV/AIDS affected children receiving food aid (-15yrs)	Reported before: AR 2003 Next data due: 2004 AR Issues: ➤ Definition ➤ Unit of measure, individual and HH
IR 7.1.2 (2)	Complementary assistance from community based organizations # of food aid clients also receiving non- food aid assistance through CBOs.	i. Moderate	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	i. ACDI/VOCA	ia. # of PLWHAs integrated into income generating activities ib. % increase in non- food aid assistance	Reported before: Next data due: 2004 AR Issues: ➤ Definition ➤ Attribution problems due to other non- USAID funded CBOs

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
IR 7.1.2 (3)	HIV/AIDS infected children receiving food aid # of children infected with HIV/AIDS who are receiving directly-distributed food commodities	Strong	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	i. CDI/VOCA ii. WFP?	i. # of HIV/AIDS affected children receiving food aid	Reported before: Next data due: 2004 AR Issues: ➤ Subset of 7.1.2#1
IR 7.2 (1)	Productivity of selected agricultural commodities and products Yield per hectare/animal of selected food & cash crops, dairy, tree crops & seedlings	Strong	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	i. IDEA ii. ACIDI/VOCA iii. LOL iv. AFRICARE v. ICRAF?	i. Maize, Beans, Cut flowers, oils & spices, Cocoa, Vanilla ii. Maize, Beans, Cassava & Oilseeds iii. Milk Lit/herd/day iv. Potatoes, Beans, S.Potato & Bananas v. Tree crops	Reported before: ➤ AR 2003 Next data due: ➤ Varies by Source 2004 AR Issues: ➤ # of products reported ➤ Aggregation ➤ Double counting
IR 7.2 (2)	Volume of production of selected commodities and products Total annual volume of production of selected food and cash crops, including high value export commodities: -incl. milk & cut flowers	Moderate	Not Direct	i. IDEA ii. LOL	i. Maize, Beans, Cut flowers, oils & spices, Cocoa, Vanilla ii. Milk	Reported before: ➤ AR 2003 Next data due: 09/03 2004 AR Issues: ➤ Results from 7.2#1 ➤ # of select crops reported

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
IR 7.2. (3)	Market value of selected agricultural and natural resource commodities Total revenue from ag. Commodities sold on international, regional & relief markets (incl. informal cross-border sales in: food crops, dairy, tree crops, timber & other Nat. Rs. Products (A national level indicator)	Weak		i. IDEA ii. URA	i. Export values of: maize, beans, flowers, fruit & vegetables, vanilla, cocoa & papain. ii. National export values of all exports	Reported before: ➤ AR 2003 Next data due: ➤ Biannual ➤ Calendar year 2004 AR Issues: ➤ Attribution ➤ Double counting
IR 7.2.1 (1)	Use of yield enhancing inputs Sales Value of yield enhancing inputs such as: -fertilizer -improved seeds -Herbicides -Pesticides	Weak	Not direct	i. CRS ii. IDEA	i. Value of seed sold ii. Value of input sales	Reported before: Next data due: 2004 AR Issues: ➤ Sales do not reflect seed diversion/used ➤ Similar to indicator 7.2.1#2 below
IR 7.2.1 (2)	Adoption of improved farming practices # of farmers adopting intensive farming practices such as: -zero grazing	Moderate	Direct Valid SMART Compliant: Specific Measurable Achievable	Same data sources as in 7.1.1 #2 above	Same data sources as in 7.1.1 #2 above	Reported before: Next data due: 2004 AR Issues: ➤ Duplication: Same as 7.1.1#2

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	-agroforestry		Reliable (Not Time Bound)			
IR 7.2.1 (3)	Land area under sustainable management Total land area where conservation-based farming is practiced and resource management plans are being implemented in Protected areas	Strong	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	i. AWF ii. AFRICARE iii. ECOTRUST	i. Ha of natural forest cover ii. Ha of land protected per environment action plans iii. Land area where conservation based farming is practices	Reported before: ➤ AR 2003 Next data due: 07/03 & 09/03 2004 AR Issues: ➤ Definition & scope ➤ Double Counting
IR 7.2.2 (1)	Commodity-based and nature based producer and exporter firms meeting international quality and safety standards # of firms in compliance with established codes of practice regarding quality assurance.	Moderate	Not Direct	i. IDEA	i. # of firms adopting code of conduct	Reported before: Next data due: ➤ 06/03 2004 AR Issues: ➤ More adequate measure for IR 7.3
IR 7.2.2 (2)	Commodity-based and nature-based firms, individuals and organizations involved in value-added processing and manufacturing Expansion of value-added products (# of firms).	Weak	Not valid	i. IDEA	# of firms assisted in ag. Processing	Reported before: ➤ AR 2003 Next data due: ➤ 06/03 2004 AR Issues: ➤ Definition ➤ Adequate for IR 7.3

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
IR 7.2.2 (3)	Clients assessing/utilizing market information # of clients utilizing commodity based market information databases	Moderate	Not practical on utilization	i. FOODNET ii. IDEA	i. # of client subscribers ii. # of Price bulletins disseminated	Reported before: Next data due: 2004 AR Issues: ➤ Definition
IR 7.2.3 (1)	Enterprise-focused organizations providing input services Agriculture and nature - based organizations facilitating the delivery of technical, management	Strong	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	i.LOL ii.IDEA iii. SPEED	i. Dairy Coops ii. Exporter Assoc. iii. Business Assoc.	Reported before: Next data due: ➤ 09/03 2004 AR Issues: ➤ Scope
IR 7.2.3 (2)	Local government resource allocations to private sector and NGOs for natural resources and agricultural service delivery Total resource allocation by local councils to private sector entities	Weak	Not direct	MOLG? PMA? NAADS?	➤	Reported before: Next data due: 2004 AR Issues: ➤ Some overlap with SO9, need for coordination on data sources.
IR 7.3 (1)	Loans to businesses and farmers in selected sectors US\$. Value of loans provided by financial sector to businesses & commercial	Moderate	Indirect	i. SPEED ii. WOCCU	i. Increase in # of microenterprise borrowers measured as # of loans. ii. # of loans	Reported before: Next data due: 2004 AR Issues: ➤ Aggregation ➤ Adequate for

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	farmers					IR 7.3.3
IR 7.3 (2)	Foreign and domestic investments in selected sectors Foreign investment in enterprises in selected sectors	Strong	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	i. SPEED ii. MOFEPD? iii. BOU?	i. Increase in amount of investment in SMEs	Reported before: Next data due: ➤ 09/03 2004 AR Issues: ➤ Double counting
IR 7.3.1 (1)	People with enhanced management skills # of people of local producer and resource management organizations trained in advanced business	Moderate	Not Direct	i. SPEED	i. # of individuals with enhanced management skills.	Reported before: Next data due: 2004 AR Issues: ➤ More of an Output indicator
IR 7.3.1 (2)	Increased volume of sales of goods and services US \$ value of sales, cumulative overtime.	Strong	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	i. SPEED	i. Increased sales in enterprises assisted.	Reported before: Next data due: 2004 AR Issues:
IR 7.3.2 (1)	Entrepreneurs receiving training in business skills # of people (entrepreneurs) who are trained in budgeting, accounting, business	Moderate	Not Direct	i. SPEED	i. Same as in 7.3.1#1 above	Reported before: Next data due: 2004 AR Issues: ➤ Subset of IR 7.3.1#1

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	plan development & other business skills.					
IR 7.3.2 (2)	Targeted SMEs and MFIs purchasing business development services # of SMEs/MFIs that access business development services and pay for them	Strong	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	i. SPEED	i. # of business development services purchased by SPEED enterprise partners. ii. % of BDS users purchasing a second service	Reported before: Next data due: ➤ 09/03 2004 AR Issues: ➤ definition
IR 7.3.3 (1)	Lending by selected banks to MFIs, MSMEs and rural producers Total value of commercial banks lending to MFIs, MSMEs and rural producers	Strong	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	i. SPEED	i. Increase in # of loans between Ush 3 Million and Ush 45 Million (loans to SMEs by FIs) ii. Increase in number of loans secured by microenterprises assisted by SPEED MFIs	Reported before: Next data due: 2004 AR Issues: ➤ Value rather than number of loans needs to be tracked.
IR 7.3.3 (2)	Clients of selected MFIs and banks outside Entebbe, Kampala and Jinja Proportion of total borrowers and savers at selected institutions outside cities/towns	Strong	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	i. SPEED	i. # of clients located outside K'la, Ebb, Jinja of SPEED – assisted MFIs	Reported before: Next data due: ➤ 09/03 2004 AR Issues: ➤ Coverage
IR 7.3.3 (3)	Number of SME loans made	Strong	Direct Valid	i. SPEED	i. Increase in # of	Reported before:

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	Number of SME loans		SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)		loans between Ush 3 Million and Ush 45 Million (loans to SMEs by FIs)	Next data due: 2004 AR Issues:
IR 7.4 (1)	Uganda laws and policies modified through private sector and GOU consultative process # of Laws and policies in selected sectors developed as a result of documented public-private dialogue	Moderate	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	i. Parliament? ii. Private Sector Foundation?		Reported before: Next data due: 2004 AR Issues: ➤ Responsibility of data collection
IR 7.4.1 (1) Component has been discontinued	Length of time for searches and registration in companies registry Time in days	Weak	Not valid	SPEED		Reported before: Next data due: 2004 AR Issues:
IR 7.4.1 (2) Component has been discontinued	Length of time for searches and registration in land registry Length of time to query the land registry	Weak	Not valid	SPEED		Reported before: Next data due: 2004 AR Issues:

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
IR 7.4.1 (3) Component has been discontinued	Commercial cases resolved through alternative dispute resolution (ADR) Number of ADR cases implemented without a full court hearing and judgement	Strong	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	SPEED		Reported before: Next data due: 2004 AR Issues:
IR 7.4.2 (1)	Private sector clients participating in the review and modification of policies and regulations Number of clients in the private sector participating in providing input using position papers to the government	Moderate	Not Direct	ii. Private Sector Foundation?		Reported before: Next data due: 2004 AR Issues: ➤ Responsibility of data collection
IR 7.4.2 (2)	Clients knowledgeable about the impacts of globalization and regional trade agreements Number of clients accessing information on global and regional trade issues	Moderate	Not Direct	ii. Private Sector Foundation?		Reported before: Next data due: 2004 AR Issues: ➤ Responsibility of data collection
IR 7.4.3 (1)	Environmental advocacy agendas developed Number of NGO's	Strong	Direct Valid SMART Compliant:	i. AWF ii. NEMA?	i. # of projects addressing EAPs ii. ?	Reported before: Next data due:

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	that have developed agendas of environmental policy advocacy interventions		Specific Measurable Achievable Reliable (Not Time Bound)	iii. ECOTRUST	iii. Key aspects of protected area management plans implemented as agreed with UWA.	2004 AR Issues: ➤ Definition ➤ Double Counting ➤ Stage of same process as 7.4.3#2&3
IR 7.4.3. (2)	Environmental advocacy campaigns conducted Number of multi- media campaigns developed and implemented by target NGOs around issues in their advocacy agenda	Strong	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable (Not Time Bound)	NEMA?	i.	Reported before: Next data due: 2004 AR Issues: ➤ Conform Source & Availability of data
IR 7.4.3 (3)	Actions responsive to advocacy campaigns Parliament and other GoU policymakers take action in direct response to NGO agenda items	Strong	Direct Valid SMART Compliant: Specific Measurable Achievable Reliable	i. AWF ii. NEMA?	i. # of policies supportives to conservation	Reported before: Next data due: 2004 AR Issues:
SO 8: Human Capacity Improved						
SO 8 (1) Total Fertility Rate (TFR)	Definition: Number of live births that a woman would have if she were subject to the current age- specific fertility rates throughout her	Weak		-UBOS	Same	Reported before: DHS 2001 Next data due: DHS 2006 2004 AR Issues:

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	reproductive ages, i.e., from 15-49 years. Unit of Measurement: Number					Data will not be available
SO 8 (2) Contraceptive Prevalence Rate (CPR)	Definition: Percentage of women aged 15-49 who are using modern contraception (disaggregated by marital status) Unit of Measure: Percentage	Moderate	Indirect Not valid	-UBOS	Same	Reported before: DHS 2001 Next data due: 2004 AR Issues: Data will not be available
SO 8 (3) Couple years of Protection (CYP) As a proxy for CPR that can be tracked annually	Definition: The estimated protection provided by FP services during a one- year period, based upon the volume of all contraceptives sold or distributed to clients during the previous year (including socially marketed contraceptives) Unit of measure: Couple years	Moderate	Indirect Not valid	-MOH -UPHOLD -AIM -CMS -KFW	Same UPHOLD may not collect this data AIM not collecting this data Same Same?	Reported before: R4 data Next data due: 9/2003 2004 AR Issues: Aggregation, double counting

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
SO 8 (4) Under Five Mortality Rate (U5MR)	Definition: Number of deaths in children <5 years of age per 1,000 live births (disaggregated by age at death: neonatal, infant, child deaths) Unit of Measurement: Number	Weak		-UBOS	Same	Reported before: DHS 2001 Next data due: 2006 2004 AR Issues: Data will not be available
SO 8 (5) Immunization Rate	Definition: Percent of children age 12-23 months who are fully vaccinated Unit of Measure: Percentage	Weak	Indirect Not valid	-UBOS	Same	Reported before: DHS 2001 Next data due: 2006 2004 AR Issues: Data will not be available
SO 8 (6) DPT3 coverage (As a proxy for full immunization rate to be tracked annually)	Definition: Number/percent of children under 1 year of age receiving the 3 rd dose of DPT immunization	Weak	Indirect Not valid	-MOH	Same	Reported before: R4 Next data due: 9/2003 2004 AR Issues: Increased coverage (National)

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	Unit of Measure: Number/Percentage					
SO 8 (7) HIV prevalence among 15-24 year old ANC clients	Definition: Percent of blood samples taken from women aged 15-24 that test positive for HIV during routine sentinel surveillance at selected ANC sites Unit of Measure: Percentage	Moderate		-UNAIDS -MOH	Same	Reported before: R4 Next data due: 9/2003 2004 AR Issues:
SO 8 (8) Completion Rate	Definition: # of P7 students sitting final exam/# of 12 year olds in the population Unit of Measurement: Percentage	Strong		-MOES -UBOS	Same	Reported before: MOES/UBOS Next data due: 4/2004 2004 AR Issues: Data will be late 2004
SO 8 (9) NAPE Assessment Scores	Definition: NAPE Assessment scores in grade P3 and P6 Unit of Measure: Score	Strong	Indirect Not valid	-MOES	Same	Reported before: UNEB 2000 Next data due: unknown 2004 AR Issues:
SO 8 (10) Assessment Scores	Definition: Assessment scores from UNEB survey (Placeholder for an indicator to be					Reported before: No Next data due: unknown

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	tracked annually will be further developed by David in collaboration with MEMS and other partners.) Unit of Measure:					2004 AR Issues: indicator to be developed
IR 8.1 (1) Initiation of modern family planning	Definition: Number of new acceptors of modern contraception National: Government and NGO USAID-supported districts: Government, NGO and private	Moderate	Not valid	-MOH -UPHOLD -AIM	Same UPHOLD may not collect thus data. AIM not collecting this data.	Reported before: MOH Next data due: MOH 9/2003 2004 AR Issues:
IR 8.1 (2) Assisted Deliveries	Definition: Percent of all live births in the three years prior to the survey that were attended by a health professional ² (disaggregate by UPHOLD & other districts if data allow, not possible for baseline level) Unit of Measure: Percentage	Weak		-UBOS	Percent of all live births in the five years prior to the survey that were attended by a health professional	Reported before: DHS 2001 Next data due: 2006 2004 AR Issues: Definition
IR 8.1 (3) Deliveries at	Definition: Number of deliveries at health	Moderate		-MOH -UPHOLD	MOH Same UPHOLD same, to use	Reported before: R4

²Health professionals include: doctors, clinical officers, nurse/midwives, and medical assistants.

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
health facilities	facilities National: number at public and NGO facilities UPHOLD districts: public, NGO and private for profit Unit of Measure: Number				MOH data	Next data due: MOH 9/2003 UPHOLD unknown 2004 AR Issues:
IR 8.1 (4) Number of ANC visits	Definition: Total number of ANC visits (first visits and revisits) National: number at public and NGO facilities UPHOLD districts: public, NGO and private for profit Unit of Measure: Number	Weak		-MOH -UPHOLD	MOH Same UPHOLD same, to use MOH data.	Reported before: R4 Next data due: 9/2003 MOH 2004 AR Issues:
IR 8.1 (5) Frequency of ANC visits	Definition: Percent of women at UPHOLD supported facilities who attended at least 4 ANC visits during their pregnancy (national level indicator available every 5 years from DHS)	Moderate		-UPHOLD -UBOS	UPHOLD: % of women who attend ANC 4 or more times during last pregnancy, by region. UBOS Same	Reported before: UBOS Next data due: UPHOLD: Unknown UBOS: 2006 2004 AR Issues: UPHOLD data will not be ready

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	Unit of Measure: Percentage					by 9/2003.
IR 8.1 (6) Use of VCT (Mandatory for USAID)	Definition: Number of adults 15-49 requesting an HIV test at USAID supported VCT sites and receiving results, disaggregated by age group and gender ³ Unit of Measure: Number	Strong		-AIM -UPHOLD TASO AIC	AIM: % of randomly sampled people in the age bracket 15-49 who have requested HIV test and receiving their results. UPHOLD: % of respondents 15-49 who report ever requesting VCT and who received their results, by region, gender, marital status. TASO does not provide VCT services AIC same	Reported before: No Next data due: AIM 9/2003 UPHOLD unknown 2004 AR Issues: Definition, aggregation and double counting issue, UPHOLD data will not be ready by 9/2003.
IR 8.1 (7) Community and home- based care for PLHA	Definition: Number of individuals reached by USAID supported community-based and home-based care	Strong		-AIM -UPHOLD	AIM same UPHOLD No. of households with family members living with AIDS who were visited	Reported before: No Next data due: AIM 9/2003 UPHOLD

³ There may be some double counting, particularly for positive results if individuals present for VCT at more than one site.

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
(Mandatory for USAID)	programs over a one year period Unit of Measure: Number				by home based care providers	unknown 2004 AR Issues: Definition, UPHOLD data will be late.
IR 8.1 (8) Facility-based care for PLHA	Definition: Number of confirmed or suspected HIV- infected individuals cared for by USAID supported health facilities in the past 12 months Unit of Measure: Number	Strong	Unclear term “Suspected”	-AIM -UPHOLD	AIM No. of PLWAs who are receiving treatment for OIs from AIM supported health facilities in each district. UPHOLD may not collect this data.	Reported before: No Next data due: AIM 9/2003 2004 AR Issues: Definition
IR 8.1 (9) PMTCT (Mandatory biannual reporting for USAID)	Definition: Percentage of HIV- infected pregnant women attending ANC sites who receive a complete course of ARV therapy to prevent MTCT ⁴ (disaggregated by public, NGO, and private for profit	Moderate		-MOH -UBOS -AIM -UPHOLD	Same Same AIM No. of HIV+ women receiving a complete course of ARV therapy to prevent MTCT. No. of HIV+ women in UPHOLD districts diagnosed with HIV	Reported before: No Next data due: AIM 9/2003 UPHOLD unknown 2004 AR Issues: Definition UPHOLD data

⁴ National level data may not capture ARVs distributed by private for profit facilities. Private sector data will only be available from USAID programs.

⁵ Excludes ARVs distributed for PMTCT.

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	sex, of all young people surveyed Unit of Measure: Median age					2004 AR Issues:
IR 8.1 (12) Net Enrollment Rate (NER)	Definition: Percent of school aged children (6-12) enrolled in primary school Unit of Measure: Percentage	Moderate		-MOES	Same	Reported before: MOES Next data due: 9/2003 2004 AR Issues: Provisional data
IR 8.1 (13) School Attendance	Definition: Percent of students attending school on day of survey in USAID assisted districts or average daily attendance (UPHOLD and MEMS can determine exact definition in collaboration with districts and communities). Unit of Measure: Percentage	Moderate		-UPHOLD	Percentage of children in household who attended school previous day. Percentage of students enrolled who are in attendance on day of survey.	Reported before: No Next data due: Unknown 2004 AR Issues: Definition, data will be late
IR 8.1 (14) Enrollment in conflict areas	Definition: Number of children in conflict areas enrolled in	Moderate		-MOES	MOES enrollment data is by district, need to define conflict areas	Reported before: No

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	<p>schools or NFE programs</p> <p>Unit of Measure: Number</p>					<p>Next data due: 9/2003</p> <p>2004 AR Issues: Definition</p>
IR 8.1.1 (1) HSD Supervision Support to Health Facilities	<p>Definition: Percentage of USAID-supported health facilities that received a supervision visit from the HSD within the last quarter</p> <p>Unit of Measure: Percentage</p>	Strong	Not valid	<p>AIM</p> <p>UPHOLD</p>	<p>AIM with wider supervision coverage - DDHS.</p> <p>UPHOLD Percentage of health facilities that receive quarterly support supervision from HSDs as evidenced by proper documentation</p>	<p>Reported before: No</p> <p>Next data due: 9/2003</p> <p>2004 AR Issues: Definition, UPHOLD data will be late</p>
IR 8.1.1 (2) Health Facilities with Yellow Star Status	<p>DEFINITION: PERCENTAGE OF FACILITIES WITH YS, DISAGGREGATED BY SERVICE TYPE (I.E. FP, ANC, SC, ETC.)</p>	Moderate	Not valid	MOH	Rating of all facilities will take time	<p>Reported before: No</p> <p>Next data due: unknown</p> <p>2004 AR Issues: Data not likely to be available</p>

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	<p>AND OPERATING AUTHORITY (GOVERNMENT & NGO)</p> <p>Unit of Measure: Percentage</p>					
IR 8.1.1 (3) Visits to Private Midwives	<p>Definition: Annual number of Regional representative visits to private midwives</p> <p>Unit of Measure: Number</p>	Strong	Unclear term “visit”	CMS	CMS has this information	<p>Reported before: No</p> <p>Next data due: 9/2003</p> <p>2004 AR Issues: Clarify visit</p>
IR 8.1.1 (4) VCT Supported Sites following MOH Protocol	<p>Definition: Percentage of USAID supported VCT sites that provide VCT according to the MOH-established protocol</p>	Strong		<p>AIM</p> <p>UPHOLD</p>	<p>AIM Percentage of AIM supported VCT centers in each district that meet minimum conditions to provided quality counseling and HIV testing services according to AIC/MOH guidelines</p> <p>UPHOLD Percentage of VCT centers that deliver VCT services according to protocol.</p>	<p>Reported before: No</p> <p>Next data due: AIM 9/2003 UPHOLD unknown</p> <p>2004 AR Issues: Definition, aggregation, double counting, UPHOLD will be late</p>

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	Unit of Measure: Percentage					
IR 8.1.1 (5) Health Workers Trained in PMTCT	Definition: Number of health workers trained in PMTCT through USAID/CDC support	Strong	Not valid	AIM	AIM same	Reported before: No Next data due: 9/2003 2004 AR Issues:
Mandatory Indicator	Unit of measure: Number			UPHOLD TASO AIC	UPHOLD may not collect this data TASO Same AIC Same	
IR 8.1.1 (6) Schools with Yellow Star Status	Definition: Number of schools with yellow star status	Moderate		ESA	ESA same	Reported before: No Next data due: unknown 2004 AR Issues: Data not likely to available
	Unit of Measure: Number			UBOS UPHOLD	UBOS yet to give a definition UPHOLD may not collect this data	
IR 8.1.2 (1) Distance to Nearest Health Facility	Definition: Percentage of the population residing within 5 km of a health facilities providing the National Minimum Healthcare Package (this indicator was added during MEASURE's June	Weak		UBOS	UBOS Distance to health facility treatment was thought	Reported before: UNHS 2001/2 Next data due: UBOS unknown 2004 AR Issues: Data will be late
				UPHOLD	UPHOLD may not collect this data	

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	TDY as a measure of access) Unit of Measure: Percentage					
IR 8.1.2 (2)	Definition: Recommend adding an indicator of financial access to health services (note added during MEASURE's June TDY) Unit of Measure:					Reported before: Next data due: 2004 AR Issues:
IR 8.1.2 (3) Bednets Sold	Definition: Number of bednets sold via USAID Supported SM	Strong	Similar to other indicators Not valid	CMS/AIDSMark	Same	Reported before: AR 2003 Next data due: 9/2003 2004 AR Issues:
IR 8.1.2 (4) New outlets for USAID SM bednets	Definition: Number of new outlets for USAID SM bednets in areas where an outlet did not previously exist. Unit of Measure: Number	Strong	Similar to other indicators	CMS	Same	Reported before: No Next data due: 9/2003 2004 AR Issues:
IR 8.1.2 (5) Beneficiaries	Definition: Number of individuals treated	Strong	Not valid	AIM	AIM Same	Reported before: No

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
of STI Treatment	for STIs at USAID supported facilities Unit of Measure: Number			UPHOLD	UPHOLD may not collect this data	Next data due: AIM 9/2003 2004 AR Issues:
IR 8.1.2 (6) STI Treatment Kits Sold by USAID Supported Program	Definition: Number of STI treatment kits sold by USAID supported SM program Unit of Measure: Number	Strong	Not valid	CMS	Same	Reported before: No Next data due: 9/2003 2004 AR Issues:
IR 8.1.2 (7) Households with OVCs that are Supported Mandatory Indicator (wrong wording)	Definition: Number of households with OVCs that have received external care and support in the past 12 months (ER p.41) Unit of Measure: Number	Strong	Not valid	AIM UPHOLD ACDI/VOCA	AIM Percentage of households with OVCs that have received external care and support in the past 12 months UPHOLD No. of OVC in UPHOLD district who receive any OVC service during the quarter. ACDI/VOCA No. of HIV/AIDS affected children receiving food aid.	Reported before: AR 2003 Next data due: 9/2003 2004 AR Issues: Definition
IR 8.1.2 (8) OVC Community	Definition: Number of OVC Community	Strong	Not valid	AIM UPHOLD	AIM same UPHOLD may not	Reported before: AR 2003

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
Initiatives Mandatory Indicator	Initiatives (ER, p.43) Unit of Measure: Number				collect this data	Next data due: 9/2003 2004 AR Issues: No data source and collecting responsibility
IR 8.1.2 (9) OVC Programs Supported by USAID Mandatory Indicator	Definition: Number of OVC programs supported by USAID (ER, p.44) Unit of Measure: Number	Strong	Not valid	AIM UPHOLD	AIM same UPHOLD may not collect this data	Reported before: AR 2003 Next data due: 9/2003 2004 AR Issues: No data source and collecting responsibility
IR 8.1.2 (10) Basic Care and Psychosocial Support Programs Mandatory Indicator (wrong wording)	Definition: Number of Basic Care and Psychosocial Support Programs Unit of Measure: Number	Strong	Not valid	AIM UPHOLD	AIM same UPHOLD may not collect this data	Reported before: No Next data due: 9/2003 2004 AR Issues: No data source and collecting responsibility
IR 8.1.2 (11) Women Testing for	Definition: Number of Women Tested and Receiving	Weak	Unclear term “Women” Not valid	AIM	AIM No. of pregnant women offered HIV testing in PMTCT Sites	Reported before: No

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
PMTCT	Results of HIV Test at PMTCT Sites Unit of Measure: Number			UPHOLD TASO AIC	supported by AIM UPHOLD may not collect this data TASO does not provide testing services. AIC same	Next data due: unknown 2004 AR Issues: Definition
IR 8.1.2 (12) PMTCT Sites	Definition: Number of Health Facility Sites Providing PMTCT services Unit of Measure: Number	Weak		AIM UPHOLD TASO AIC	AIM No. of AIM supported facilities offering PMTCT services according to national & international guidelines UPHOLD may not collect this data TASO same AIC same	Reported before: AR 2003 Next data due: 9/2003 2004 AR Issues: Definition
IR 8.1.2 (13) Women Receiving PMTCT Services	Definition: Percentage of HIV + Women Receiving PMTCT Services	Moderate	Not valid	AIM UPHOLD	AIM not collecting this data UPHOLD may not collect this data	Reported before: No Next data due: 9/2003

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
Mandatory Indicator (wrong wording)	Unit of Measure: Percentage			TASO AIC	TASO same AIC provides counseling & testing services	2004 AR Issues:
IR 8.1.2 (14) Pregnant Women Attending PMTCT Sites Mandatory Indicator (wrong wording)	Definition: Number of Women who Attend PMTCT Sites for a Pregnancy in the past 12 months Unit of Measure: Number	Moderate	Not valid	AIM UPHOLD TASO AIC	AIM not collecting this data UPHOLD may not collect this data TASO same AIC provides counseling & testing services	Reported before: No Next data due: 9/2003 2004 AR Issues:
IR 8.1.2 (15) Women Testing Positive for HIV Mandatory Indicator (wrong wording)	Definition: Number of Pregnant Women who Test Positive for HIV Unit of Measure: Number	Moderate	Not valid	AIM UPHOLD TASO AIC	AIM same UPHOLD may not collect this data TASO does not provide testing services AIC provides counseling & testing services	Reported before: No Next data due: 9/2003 2004 AR Issues:
IR 8.1.2 (16) Family Members	Definition: Number of Women and Family Members	Moderate	Not valid	AIM UPHOLD	AIM not collecting this data UPHOLD may not	Reported before: No Next data due:

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
Receiving PMTCT+	Receiving PMTCT+ Unit of Measure: Number			TASO AIC	collect this data TASO same AIC provides counseling & testing services	9/2003 2004 AR Issues:
IR 8.1.2 (17) USAID ARV Treatment Supported Programs	Definition: Number of USAID Supported ARV Treatment Programs (not PMTCT) Unit of Measure: Number	Strong	Not valid	AIM UPHOLD TASO AIC	AIM not collecting this data UPHOLD may not collect this data TASO does not provide this service AIC does not provide this service	Reported before: No Next data due: unknown 2004 AR Issues: No data source and collecting responsibility
IR 8.1.2 (18) USAID VCT Treatment Supported Programs	Definition: Number of USAID Supported VCT Centers Unit of Measure: Number	Strong	Not valid	AIM UPHOLD TASO AIC	AIM same UPHOLD may not collect this data TASO does not provide testing services AIC same	Reported before: AR 2003 Next data due: 9/2003 2004 AR Issues:

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
IR 8.1.2 (19) USAID Supported Districts Implementing DOTS	Definition: Number of USAID Supported Districts Implementing DOTS According to MOH protocol Unit of Measure: Number	Strong	Not valid	AIM UPHOLD	AIM same UPHOLD may not collect this data	Reported before: AR 2003 Next data due:9/2003 2004 AR Issues:
IR 8.1.2 (20) Condom Sales	Definition: Number of Condom sales Unit of Measure: Number	Moderate	Not valid Responds to external forces Similar to other indicators	CMS	Same	Reported before: AR 2003 Next data due: 9/2003 2004 AR Issues:
IR 8.1.2 (21) Outlets for USAID SM Condoms	Definition: Number of New Non- traditional Outlets for USAID SM condoms Unit of Measure: Number	Strong		CMS	Same	Reported before: No Next data due: 9/2003 2004 AR Issues:
IR 8.1.2 (22) Enrollment in NFE Programs	Definition: Number of Children Enrolled in NFE Programs	Moderate	Not valid Responds to external forces	MOES AIM UPHOLD	Same AIM not collecting this data UPHOLD may not	Reported before: MOES Next data due: 9/2003

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	Unit of Measure: Number				collect this data	2004 AR Issues: MOES data analysis may extend to 10/2003
IR 8.1.2 (23) Distance to the Nearest School	Definition: Percentage of Children 6-12 Residing within 5km of a School (or NFE site) Unit of Measure: Percentage	Weak		UBOS UPHOLD survey	UBOS Percentage of children age 6-18 distance to nearest primary school UPHOLD may not collect this data	Reported before: UBOS Next data due: unknown 2004 AR Issues: Definition, UBOS data is collected at intervals of 2 & 5 years,
IR 8.1.3 (1) Bednet Use	Definition: Percentage of Respondents who Slept Under a Bednet the Previous Night Unit of Measure: Percentage	Weak		CMS	Same	Reported before: CMS Next data due: 9/2003 2004 AR Issues:
IR 8.1.3 (2) IEC/BCC Campaigns	Definition: Number of People Reached via IEC/BCC Campaigns. (Disaggregated by		Not valid			Reported before: unknown Next data due: unknown

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	message and media type). Unit of Measure: Number					2004 AR Issues: No data source and collecting responsibility
IR 8.1.3 (3) Number of Sexual Partners	Definition: Percentage of Respondents with 2 or more Non-regular Sexual Partners in the Previous Year Unit of Measure: Percentage	Weak		UBOS	Same	Reported before: UBOS 2001 Next data due: 2006 2004 AR Issues: Disaggregation
IR 8.1.3 (4) Sexually Active Respondents with Non- Regular ⁶ Partners using Condom	Definition: Percentage of Sexually Active Respondents with Non-Regular ⁷ Partners who Report Condom Use at Last Sex with a Non- Regular Partner Unit of Measure: Percentage	Weak		UBOS	Percentage of sexually active respondent who had sexual intercourse with non-cohabiting partner in the past year who reported use	Reported before: UBOS 2001 Next data due: 2006 2004 AR Issues: Definition, disaggregation
IR 8.1.3 (5)	Definition:	Weak		UBOS	Percentage of sexually	Reported before:

⁶ Non-regular defined as non-marital, non-cohabiting.

⁷ Non-regular defined as non-marital, non-cohabiting.

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
Sexually Active Respondents using condom use at last sex with a regular partner	Percentage of sexually active respondents who report condom use at last sex with a regular partner ⁸ Unit of Measure: Percentage				active respondent who had sexual intercourse with spouse or cohabiting partner in the past year who reported use	UBOS 2001 Next data due: 2006 2004 AR Issues: Definition, disaggregation
IR 8.1.3 (6) HIV/AIDS/he alth Education Messages in Classroom	Definition: Number of students with access to HIV/AIDS/health education messages in the classroom Unit of Measure: Number	Moderate	Not valid Unclear term “access”	UPHOLD	UPHOLD may not collect this data	Reported before: No Next data due: unknown 2004 AR Issues:
IR 8.1.3 (7) Communities Benefiting from UPE	Definition: Number of communities benefiting from UPE sensitization Unit of Measure: Number	Moderate	Not valid Unclear term “communities”	UPHOLD	UPHOLD may not collect this data	Reported before: No Next data due: unknown 2004 AR Issues: No data source
IR 8.2 (1) Expenditures	Definition: Annual per capita	Weak		-MOH	Expenditures on drugs and medical sundries	Reported before: MOH

⁸ This indicator was added at the suggestion of the HIV team. It is not clear that the data to calculate this indicator will be available. A comparable indicator may be calculated from the sero-prevalence survey, but data may not be available after that for tracking.

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
on drugs and medical supplies	expenditures on drugs and medical supplies by the MOH Unit of Measure: Dollars per person					Next data due: 9/2003 2004 AR Issues:
IR 8.2 (2) Staffing (health)	Definition: Percentage of approved posts that are filled by trained health professionals ⁹ Unit of Measure: Number	Weak		-MOH	Same	Reported before: MOH Next data due: 9/2003 2004 AR Issues:
IR 8.2 (3) Stock levels of 6 selected commodities	Definition: Number of units of selected commodities in the National Medical Stores. Selected commodities include: Depo-provera, TB blister packs, condoms, measles vaccines, cotrimoxazole, & SP. Unit of Measure: Number	Weak		-Deliver/NMS		Reported before: No Next data due: unknown 2004 AR Issues:
IR 8.2 (4)	Definition: Percent	Weak		-MOFPED		Reported before:

⁹ This is the indicator that the MOH is tracking; however, caution should be taken when interpreting this indicator as the number of posts filled does not provide any indication of whether the posts were filled by the appropriate cadre of health provider. For example, a health facility may be counted in the numerator even if a post is filled by under-qualified staff.

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
Funds allocated to social sector programs of target local governments that are expended within the financial year.	of public sector health and education funds received by target districts that are expended, disaggregated by sector. Unit of Measure: Percentage			-MOH -MOES -Contractor/ Grantee		MOFPED Next data due: unknown 2004 AR Issues:
IR 8.2 (5) Government support for TDMS	Definition: Government budget for TDMS maintained/increased or other TDMS related indicator to be determined	Weak		-MOES	Same	Reported before: MOES Next data due: unknown 2004 AR Issues:
IR 8.2 (1) Staffing (education)	Definition: Ratio of pupils to trained teachers Unit of Measure: Ratio	Moderate		MOES	Same	Reported before: MOES Next data due: 9/2003 2004 AR Issues:
IR 8.2.1 (1) HMIS form Completion	Definition: Percentage of facilities completing the HMIS form the	Moderate		MOH	Same	Reported before: MOH Next data due: 9/2003

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	<p>previous month (disaggregated by USAID vs non-USAID districts)</p> <p>Unit of Measure: Percentage</p>					2004 AR Issues:
IR 8.2.1 (2) Regular Support Supervision to HSDs	<p>Definition: Percentage of HSDs in UPHOLD-supported districts receiving regular support supervision visits from District Health Teams/District Social Committees, per MOH guidelines as evidenced by proper documentation</p> <p>Unit of Measure: Percentage</p>	Strong	Not valid	UPHOLD	Same	<p>Reported before: No</p> <p>Next data due: unknown</p> <p>2004 AR Issues: data will be late</p>
IR 8.2.1 (3) Integrated HIV/AIDS Strategic Plan	<p>Definition: Number of districts with HIV/AIDS strategic plan integrated into district</p>	Strong		AIM	<p>AIM Number of AIM districts with an integrated multi-sectoral HIV/AIDS strategic and annual work plans clearly developed</p> <p>UPHOLD same</p>	<p>Reported before: No</p> <p>Next data due: 9/2007</p> <p>2004 AR Issues: definition, aggregation,</p>

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	development plans, costed work plans, and M&E systems in place Unit of Measure: Number			UPHOLD		double counting
IR 8.2.1 (4) Regular Support Supervision to Primary Schools	Definition: Percentage of primary schools in target districts receiving regular support supervision visits from the Education Standards Agency (ESA), per MOES/ESA guidelines, evidenced by proper documentation Unit of Measure: Percentage			AIM UPHOLD	AIM not collecting this data UPHOLD may not collect this data	Reported before: No Next data due: unknown 2004 AR Issues: No data source and collecting responsibility
IR 8.2.2 (1) Funds Dispersed to Private Health Facilities	Definition: Percentage of funds in USAID supported districts dispersed to	Weak	Unclear	AIM UPHOLD	AIM Funds extended to private health facilities in USAID supported districts UPHOLD may not collect this data	Reported before: No Next data due: 9/2003 2004 AR Issues: Definition

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	<p>private health facilities (is this a reasonable expectation?)</p> <p>Unit of Measure: Percentage</p>					
IR 8.2.2 (2) Private Health Facilities in District Work Plans	<p>Definition: Number of USAID-supported districts that include private health facilities into their work plans</p> <p>Unit of Measure: Number</p>	Moderate		<p>AIM</p> <p>UPHOLD</p>	<p>AIM same</p> <p>UPHOLD may not collect this data</p>	<p>Reported before: No</p> <p>Next data due: 9/2003</p> <p>2004 AR Issues:</p>
IR 8.2.2 (3) Loans To Private Health Providers	<p>Definition: Number of loans made to private health providers via USAID-supported micro finance institutions</p>	Strong		CMS	Same	<p>Reported before: CMS</p> <p>Next data due: 9/2003</p> <p>2004 AR Issues:</p>

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	Unit of Measure: Number					
IR 8.2.2 (4) Health Providers Borrowing From Micro Finance Institutions	Definition: Number of health providers borrowing from USAID- supported micro finance institutions Unit of Measure: Number	Strong		CMS	Same	Reported before: CMS Next data due: 9/2003 2004 AR Issues:
IR 8.2.2 (5) Private Sector Initiatives Supported to Address Any Aspect of HIV/AIDS	Definition: Number of private sector initiatives supported through USAID to address any aspect of HIV/AIDS (prevention, care, and support) Unit of Measure: Number	Strong		AIM UPHOLD	AIM same UPHOLD may not collect this data	Reported before: No Next data due: 9/2003 2004 AR Issues:
IR 8.3 (1) Target policies adopted by appropriate body and implemented	Definition: Progress toward new or revised policies according to the following criteria: Costed action plan Policy disseminated	Weak	Multi- dimensional	-MOES -MOH		Reported before: No Next data due: unknown 2004 AR Issues:

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	Resources allocated Evidence of Implementation Target policies: - Public-private partnership policy (MOH) - Malaria treatment policy (MOH) - [Food fortification policy (Suzanne to update)] - Condom Distribution Policy (MOH) - VCT Policy (MOH) - ARV Policy (MOH) - OVC Policy - School health policy (MOES) - Textbooks in the hands of children policy					Data may be late

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	(MOES) -PIACY Policy (MOES) Unit of Measure: N/A; this is a qualitative indicator of policy development					
IR 8.3 (2) AIDS Program Effort Index (API)	Definition: Average score given to a national program by a defined group of knowledgeable individuals asked about progress in over 90 individual areas of programming, grouped into 10 major components (disaggregated by component: political support, policy formulation, organizational structure, program resources, evaluation and research, legal and regulatory aspects, human rights, prevention programs, care programs, and service	Weak	Multi-dimension Subjectivity Not reliable	- Key informants from line ministries and NGOs, international consultants familiar with Uganda, and other key informants	POLICY	Reported before: No Next data due: unknown 2004 AR Issues: No data sources and collecting responsibility

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	availability) Unit of Measure: Percentage					
IR 8.3 (3) Collaboration with Parliament	Definition: Number of presentations made by SO8 team to Parliament in the previous year Unit of Measure: Number	Strong		-SO8 Team	Same	Reported before: No Next data due: 9/2003 2004 AR Issues:
IR 8.3.1 (1) Districts Include a Member of a Community- Based Organization on Their YSA Team	Definition: Number of USAID- supported districts that include a member of a community- based organization on their YSA team Unit of Measure: Number	Strong	Not valid	AIM UPHOLD	AIM not collecting this data UPHOLD may not collect this data	Reported before: No Next data due: unknown 2004 AR Issues: No data source
IR 8.3.1 (2) CBOs Receiving Grants from Projects	Definition: Number of CBOs receiving grants	Strong	Not valid	AIM UPHOLD	AIM same UPHOLD may not collect this data	Reported before: No Next data due: 9/2003

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	<p>through USAID supported projects</p> <p>Unit of Measure: Number</p>			<p>TASO</p> <p>AIC</p>	<p>TASO Number of CBOs supported by TASO</p> <p>AIC same</p>	<p>2004 AR Issues: Definition</p>
IR 8.3.1 (3) Public -Private Partnerships in Community- Based Health or Education Related Activities	<p>Definition: Number of public- private partnership s in USAID - supported districts participatin g in community - based health or education related activities</p> <p>Unit of Measure: Number</p>		Unclear term “partnership”	<p>AIM</p> <p>UPHOLD</p>	<p>AIM no indication of collecting this data</p> <p>UPHOLD same</p>	<p>Reported before: No</p> <p>Next data due: unknown</p> <p>2004 AR Issues: Data my be late</p>
IR 8.3.2 (1) HIV/AIDS Community Initiatives or Organizations Receiving to	<p>Definition: Number of HIV/AIDS community initiatives or</p>			<p>AIM</p> <p>UPHOLD</p>	<p>AIM same</p> <p>UPHOLD same</p>	<p>Reported before: No</p> <p>Next data due: 9/2003</p>

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
Implement Prevention, Care, And Support Programs	<p>organizations receiving support from USAID to implement prevention, care, and support programs.(excluding OVC)</p> <p>Unit of Measure: Number</p>					2004 AR Issues:
IR 8.3.3 (1) Target Policies Developed	<p>Definition: Target policies being developed</p> <p>Unit of Measure: Evidence of Target Policies in Place</p>			MOH MOES		<p>Reported before: No</p> <p>Next data due: unknown</p> <p>2004 AR Issues: Data may not be available</p>
SO 9: More Effective and Participatory Governance						
SO9- 1. District score on the LGDP index (moved up from IR level indicator)	<p>Definition: The LGDP index measures a local government's governance capacity in terms of vision of leadership/availability of plan, financial</p>	Moderate	Could be more direct under IR 9.1.1	No project provides/collects this data. The source is Ministry of Local government report (PMU)	Same data	<p>Reported before:<i>MoLG</i></p> <p>Next data due: <i>October 2003</i></p> <p>2004 AR Issues:</p>

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	management and participation of marginalised groups. A rise on the LGDP scale shows strengthened local government capacity Unit of measurement: Index Score					
SO9-2. Number of ex-combatants , formerly abducted children, child soldiers reintegrated into communities	Definition: Reintegration is achieved if: <ul style="list-style-type: none"> ○ Ex-combatants and FAC return to their communities ○ Returnees remain in their communities for at least one year after return ○ Returnees participate in communal activities Unit of measurement: Number	Moderate	Not a true measure of the result	Integrated project for the return and reintegration of Reporters and formerly abducted children through information, counseling and referral services (ICRS)-IOM	-Number of reporters received, counseled and reunited with their families. -Number of ex-combatants and groups benefiting from community activities.	Reported before: <i>IP-IOM</i> Next data due: October 2003 2004 AR Issues:

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
SO9-3. Number of CSOs submitting written comments to parliamentar y committee hearings	Definition: Nature and interest area CSOs will be specified Unit of measurement: Number	Moderate	Not valid (true) measure	Uganda Legislative Support Activity (LSA)	CSOs making submissions in parliamentary committee hearings	Reported before: <i>IP-LSA</i> Next data due: <i>October 2003</i> 2004 AR Issues:
IR 9.1 1.Number of bills substantively reviewed by parliamentar y committees before enactment	Definition: Bills are substantially reviewed if: <ul style="list-style-type: none"> Relevant committee requests technical analysis from parliamentar y technical staff. The technical analysis is sited during debate Oral and written submissions regarding 	Moderate	Not valid (true) measure Use of more meaningful ways other than numbers makes it clear	Uganda Legislative Support Activity (LSA)	Same data	Reported before: <i>IP-LSA</i> Next data due: <i>October 2003</i> 2004 AR Issues:

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	the bill are received from interested CSOs Unit of measurement: Number					
IR 9.1 2. Number of Private Members Bills introduced by MPs (new indicator)	Definition: Introduction of Private Members Bills reflects increasing understanding of separation of powers and MPs' roles as legislators Unit of measurement: Number	Moderate	Use of numbers does not make clear of what it intends to measure.(Use of more meaningful ways is preferred)	Uganda Legislative Support Activity (LSA)	Same data	Reported before: <i>IP-LSA</i> Next data due: <i>October 2003</i> 2004 AR Issues:
IR 9.1 3. Number of Target Local Government s whose Plans integrate lower level government investment priorities (new indicator)	Definition: The annual LGDP district assessment report evaluates each District Development Plan on seven criteria – one of which is integration of lower level government (i.e. LC3 and village) investment priorities. Integration of lower level priorities reflects increased understanding of	Moderate	Not valid (true) measure of the result Use of more meaningful ways other than “ numbers” would make it clearer	SDU	Target local governments in which sector plans are taken into account as one of the top priorities.	Reported before: MoLG, IP-SDU Next data due: <i>September 2003</i> 2004 AR Issues:

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	devolution of powers. Unit of Measurement: Number					
IR 9.1.1 1. Number of specific commitments in target LG District Devt. Plans met during the financial year	Definition: Each District Development Plan (DDP) lists specific actions that the District commits to achieving during a specific time period. Movement upward in the number of commitments achieved indicates increased Local Govt. ability to implement their plans. Unit of measurement: Number	Moderate	Use of more meaningful ways other than “ numbers” would make it clearer	SDU	Improved economic development environment 1b-Improved financial management in the health sector 1b-Improved efficiency in graduated tax collection.	Reported before: MoLG, IP-SDU Next data due: September 2003 2004 AR Issues:
IR 9.1.1 2. Percentage of funds released to target Local Govts. that are expended within the financial year	Definition: Inadequate local government capacity to utilize funds within the FY has led to the return of these funds to the treasury. Increased usage of funds released to them is a demonstration of increased local government capacity to deliver services.	Moderate	--Multi-dimensional --Unclear terms such as basing on percent of funds utilized alone may be misleading. Diversion of funds may lead to its increased use. What if the indicator is	-No project provides this Information to USAID.	Same data	Reported before: MoLG, IP-SDU Next data due: September 2003 2004 AR Issues:

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	Unit of measurement: Percentage		<i>" Percent of funds allocated from the center to target local governments which are expended within one financial year in compliance with laws and regulations"</i>			
IR 9.1.2 1. Number of target CSOs having a legislative agenda with: a) Parliament b) Local Govt	Definition: A CSO has a legislative agenda if it has identified specific activities in its annual workplan that involve engaging the national/district legislature. Units of measurement: Number with national level agenda Number with local level agenda	Moderate	Use of more meaningful ways other than " numbers" would make it clearer	--Strengthening Decentralization in Uganda (SDU) -- Uganda Legislative Support Activity (LSA)	a) Target CSOs advocating for constituent interests. b) Target CSOs active in advocacy coalitions for policy reform c) Number of target CSOs having a legislative agenda with Parliament d)	Reported before: <i>IP-SDU, LSA</i> Next data due: <i>October 2003</i> 2004 AR Issues :
IR 9.1.2 2. Number of target CSO legislative	Definition: A legislative agenda item is reflected in legislation if the text	Moderate	<i>Despite the definition given, this indicator seems to be</i>	--Strengthening Decentralization in Uganda (SDU)	c) Participation index	Reported before: <i>IP-SDU, LSA</i> Next data due:

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
agenda items reflected in: e) Parliament bills or f) Local Govt, actions	of the bill or bylaw was changed either directly or indirectly in a way that brings it closer to the intent of the CSO's legislative agenda item. Units of measurement: Number with national level agenda Number with local level agenda		<i>subjective in nature. There needs a way of ensuring that it is assessed the same way each year.</i>	--Uganda Legislative Support Activity (LSA)	d) Number of CSO legislative agenda items reflected in bills enacted by Parliament	October 2003 2004 AR Issues:
IR 9.1.3 1. Number of parliamentary committees that request information from the Parliamentary Budget Office or the Parliamentary Research Service	Definition: A parliamentary committee has requested such information if the chair has made a written request to the director of either such office, or a verbal or other request for such information is documented in writing by the director or the committee clerk. Unit of measurement: Number	Strong	Indirect Use of more meaningful ways other than "numbers" would make it clearer	--Uganda Legislative Support Activity (LSA)	• Number of Parliamentary committees that request information from the Parliamentary Budget Office or the Parliamentary research service	Reported before: <i>IP-LSA</i> Next data due: <i>October 2003</i> 2004 AR Issues:
IR 9.1.3 2. Number of bills for	Definition: The Parliamentary Budget Office was created to	Strong	No Issue	Uganda Legislative Support Activity (LSA)	Same data	Reported before: <i>IP-LSA</i> Next data due:

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
which budgetary impact analysis is drafted by Parliamentar y Budget Office	serve as a resource for MPs in evaluating bills. Increasing generation of budget impact analyses demonstrates increased capacity to link legislation to budget policies. Unit of measurement: Number					October 2003 2004 AR Issues:
IR 9.2 1. Number of IDPs living in camps in target areas	Definition: IDPs will be disaggregated by sex. Decreasing number reflects increasing security in the area. Unit of Measurement: Number	Weak	Not a direct true measure of the result.	No IP collects/provides this information -The source is WFP and UN OCHA	Same data	Reported before: 2003 AR Next data due: 2004 AR Issues:
IR9.2 2. Volume of agricultural production in target areas	Definition: Agricultural production will be aggregated by specific food and cash crops (specific to Acholi and the West). Increased production reflects successful mitigation and/or reduction in conflict. Unit of Measurement: Tons	moderate	Indirect	FAO and Ministry of Agriculture	Same data	Reported before: 2003 AR Next data due 2004 AR Issues:

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
IR 9.2.1 1. Number of peace dialogue meetings held that identify at least one new action item for reducing conflict	Definition: Dialogue meetings shall involve at least five people – including representatives from CSOs, community and traditional leaders, and interfaith groups. Action items include meetings to influence senior officials, media announcements, agreements to turn in weapons, reduce bride prices and eliminate celebrations for cattle raiding, etc. Unit of Measurement: Number	Moderate	No Issue	IOM Conflict mitigation and prevention in Obongi County – AAH	1. Number of dialogue on peace and reconciliation issues 2. Number of dialogue engagement on amnesty and peace held 3. Joint community crisis intervention teams (JCCIT's) established between refugees and nationals and meeting at least quarterly	Reported before: <i>IP-IOM</i> Next data due: <i>October 2003</i> 2004 AR Issues:
IR 9.2.1 2. Number of peace dialogue action items resulting that are implemented	Definition: An action item has been implemented if some action has been taken to implement the item and other organizations affected by the action item are aware that implementation efforts are being made. Unit of	Moderate	Not a true measure of the result Use of more meaningful ways other than “ numbers” would make it clearer	IOM	--Community events to review progress and experiences in the reintegration of reporters and children --Number of activities promoting community based	Reported before: <i>IP-IOM</i> Next data due: <i>October 2003</i> 2004 AR Issues:

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	measurement: Number				peace	
IR 9.2.1 3. Number of CSOs that have increased capacities to organize peace dialogues	Definition: Milestone indicator showing increased capacities: Has the NGO: Established realistic long-term goal, vision, results, and how to measure? Developed an agenda of progressive steps/implementation plan? Added/developed new innovative approaches to peace dialogue? Diversified its financial resource base and/or developed new fund-raising approaches? Diversified/expanded its human resource base? Actually resolved a conflict or disagreement to the satisfaction of all parties? Unit of measurement: Number	Moderate	No Issue	IOM	Number of communities with reconciliation programs Improved capacity of local partners and NGOs to assist in reintegration(in terms of staff, infrastructure, experience and commitment.	Reported before: <i>IP</i> Next data due: <i>October 2003</i> 2004 AR Issues:
IR 9.2.2 1. Number of	Definition: Formerly abducted children are					Reported before: <i>IP, 2003 AR</i>

ISP Performance Indicator (Current PMP)		Attributable to USAID (Strong, Moderate or Weak)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
formerly abducted children enrolled in school or vocational training	children who were abducted to become child soldiers, sex slaves or porters for rebel forces, and who have returned to their communities through escape, release, or capture by government forces. School is formal primary or secondary education. Vocational training includes institutional training and apprenticeships. Disaggregated by sex. Unit of measurement: Number	Moderate	No Issue	IOM	Numbers of returnees benefiting from formal education.	Next data due: <i>October 2003</i> 2004 AR Issues:
IR 9.2.2 2. Number of victims of torture successfully treated or rehabilitated and integrated in communities	Definition: Victims of torture include victims of rape, threat of death, disability/dismemberment, threats against family members, abuse and abandonment. Assistance includes treatment, community rehabilitation, victims	Moderate	Not practical -Not easy to collect data from suggested Sources Unclear terms such as indicator boundary(coverage) definition. Costly-coverage may be big.	No IP collects this information. The sources are CSOs and LGs, Center records, hospital and unit records.	Same data	Reported before: 2003 AR Next data due:??? 2004 AR Issues:

ISP Performance Indicator (Current PMP)		Attributable to USAID (<i>Strong, Moderate or Weak</i>)	Indicator Quality Issues	Implementing Partner Data Sources	Specific Data Provided by Source	ISP Baseline & & Reporting Data Situation
Indicator Number	Indicator Description/ Definition					
	return to communities and stay for one year and participate in community activities. Disaggregated by sex. Unit of measurement: Number					

Appendix I

Timeline Showing Data Availability by Implementing Partner

Activity	ISP 2002-2007 Performance Reporting Frequency Data Availability by Project Source																							
	FY 2002				FY 2003				FY 2004				FY 2005				FY 2006				FY 2007			
	12/01	3/02	6/02	9/02	12/02	3/03	6/03	9/03	12/03	3/04	6/04	9/04	12/04	3/05	6/05	9/05	12/05	3/06	6/06	9/06	12/06	3/07	6/07	9/07
SO7																								
BEC	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q										
ARD																								
Mountain Gorilla		Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q									
NUAIS																								
Dairy Development	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q												
IDEA	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q													
SPEED	Q	Q	Q	Q	Q	Q	Q	Q	Q															
DCA																								
WOCCU/SA CCO	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q														
PL 480 - CRS	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q						
PL 480 – ACDI/VOCA	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q						
PL 480 – WVA																								
PL 480 – Africare	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q									
SO 8																								
BEPS	Q	Q	Q	Q	Q	Q	Q	Q																
Connect-Ed	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q									
UPHOLD/Services					Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
AIM	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q					
CMS/AIDS Mark	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
POLICY PROJECT*																								
BASICS II*																								
DELIVER*																								
SO 9																								
AAH	Q	Q	Q	Q	Q	Q	Q	Q																

Activity	ISP 2002-2007 Performance Reporting Frequency Data Availability by Project Source																							
	FY 2002				FY 2003				FY 2004				FY 2005				FY 2006				FY 2007			
	12/01	3/02	6/02	9/02	12/02	3/03	6/03	9/03	12/03	3/04	6/04	9/04	12/04	3/05	6/05	9/05	12/05	3/06	6/06	9/06	12/06	3/07	6/07	9/07
SDU		2Q		2Q		2Q		2Q																
LSA				Q	Q	Q	Q	Q	Q	Q	Q	Q	Q											
CRD																								
IOM				Q	Q	Q	Q	Q	Q															

KEY

* Last performance reporting quarter not known

BEC – Biodiversity & Environmental Conservation

ARD – Agro forestry Research and Development

NUAIS – Northern Uganda Agricultural Information Services

IDEA – Investment Developing Export Agriculture

SPEED- Support for Private Enterprise Expansion and Development

REAP – Rural Economic and Agricultural Project

DCA – Development Credit Authority

WOCCU/SACCO – World Council of Credit Unions Incorporated

PL 480-CRS – Catholic Relief Services

PL 480 -ACDI/VOCA

PL-480-WVA – World Vision Activity

BEPS – Basic Education Policy Support

UPHOLD – Uganda Program for Human and Holis tic Development

AIM – AIDS/HIV Integrated Model District

CMS / AIDS Mark – Commercial Marketing Services

PPFS – Policy Project Field Support

BASICS II-Basic Support for Institutionalizing Child Survival II

AAH – Aktion Africa Hilfe -Conflict Mitigation / Obongi

SDU – Strengthening Decentralization in Uganda

LSA – Legislative Support Activity

CRD – Community Resilience Dialogue

IOM- International Organization for Migration

Appendix J

USAID/Uganda Performance Targets and Current Performance Indicators

Life of Strategy (2007) Targets Set in the ISP		Annual Targets set for FY 2003 in the Standard Performance Measures Annex to the Annual Report for FY 2002		Indicator Included in Current Mission PMP
Household income in selected regions	\$1,520			SO 7 (1)
Number of off-farm enterprises	Micro: 375,000 SMEs: 2,500			SO 7 (2)
Employment generation in on-and off-farm enterprises	Micro: 750,000 SMEs: 25,000			SO 7 (3)
		Hectares under approved management plans	5,400,108	No
Total fertility rate	6.5			SO 8 (1)
HIV prevalence among adolescent men and women	2.0/5.0			No
Under five mortality rate	142			SO 8 (3)
Secondary school qualification rate	47.0			No
Contraceptive prevalence rate	26			IR 8 (2)
		Total condom sales	10,800,000	IR 8.1.2 (21)
Immunization coverage	47			SO 8 (4)
HIV prevalence, pregnant women	4.0/6.0			SO 8 (5)

Life of Strategy (2007) Targets Set in the ISP		Annual Targets set for FY 2003 in the Standard Performance Measures Annex to the Annual Report for FY 2002		Indicator Included in Current Mission PMP
		Number of individuals reached by community and home based care programs	Male: 13,920 Female: 20,881 Total: 34,801	SO 8.1 (6)
		Number of orphans and vulnerable people reached	0	SO 8.1.2 (7)
		Number of individuals reached by antiretroviral (ARV) treatment programs	Male: 400 Female: 600 Total: 1,000	SO 8.1 (7) & SO 8.1. (8)
		Number of insecticide impregnated bed-nets sold (Malaria)	100,000	SO 8.1.2 (3)
		Proportion of districts implementing the DOTS Tuberculosis strategy	80%	No
Average test scores for P3 and P6	P3: 50/88 P6: 52/90			SO 8 (7)_
		Number of children enrolled in primary schools affected by USAID basic education programs	Male: 3,024,535 Female: 3,000,000 Total: 6,024,535	No
Financial resources released to local governments as grants	Ushs. 982 billion			No
Number of ex-combatants reintegrated into communities	FAC: 3,360 Reporters: 636			SO 9 (2)

Life of Strategy (2007) Targets Set in the ISP		Annual Targets set for FY 2003 in the Standard Performance Measures Annex to the Annual Report for FY 2002		Indicator Included in Current Mission PMP
CSOs making submissions in Parliamentary committee hearings	40			SO 9 (3)
Funds allocated to target local government that are expended within the financial year	95%			SO 9.1.1 (2)

Appendix K

Implementing Partner Information on Cross Cutting Themes

Gender

Implementing Partners under all three SOs are gathering data relevant to this cross-cutting theme. SO 7 and SO 8 Implementing Partners are disaggregating data on the basis of gender where it seems to be relevant and some SO 9 Implementing Partners have gender specific targets. Examples are SPEED data under SO7 is gender disaggregated, AIM under SO8 is mainstreaming gender in capacity building activities undertaken and under SO9, SDU looks at the level of gender participation in Local Government council meetings

Conflict

PL 480 projects, rather than SO 7 projects, indicate that they are working in areas that make their data relevant from a conflict perspective. The same is true for the AIM and CMS/AIDSMark activities under SO 8. All four for the SO 9 Implementing Partners indicated that some of the data collected is relevant for a cross-cutting analysis from a conflict perspective. For instance under SO7 and SO8, AIM in collaboration with CRS operate in Pader district. Under SO9, both AAH and IOM activities are operating in conflict areas of Northern Uganda.

ICT

While fewer Implementing Partners said that the data they are collecting is relevant from an ITC perspective, some do have useful information. The SPEED activity under SO 7 has a Management Information System that links all Microfinance Institutions, Connect Ed under SO 8 offer services that are ICT based where by Primary Teachers Colleges are linked and SDU, LSA and IOM under SO 9 all indicated that at least some of their data could help with a cross-cutting analysis from this perspective. SDU assisted target local governments to have a computerized tracking system in which revenues and grants, loans are managed.

HIV/AIDS

As might be expected, SO 8 Implementing Partners such as AIM and CMS responded positively with respect to the relevance of their data from this perspective. In addition both SDU and LSA indicated that their data was relevant as well, with LSA offering that some of the NGOs with which they work have focused their advocacy activities on this theme.

Food Security

Eco-Trust, IDEA and Land O'Lakes under SO 7 all have information that is pertinent from a food security perspective, as do the PL 480 activities managed by Africare and ACDI/VOCA. AIM and CMS/AIDSMark under SO 8 as well as AAH, SDU and IOM under SO 9 also report that they have data that is relevant from this perspective. Under SO8, IDEA supports technological transfer to increase food production, for SO8 under AIM, food security is a component home care for Persons living with Aids and orphans while IOM under SO9 looks at quantity of food provided and numbers fed in the center.